

Janet Danisman

Multiple / HD World

From: Jasper Lenz Radeke [assistant@bavaria.org]
Sent: Wednesday, October 14, 2009 5:14 PM
To: 'Nemser, Benjamin'
Cc: jdanisman@bavaria.org
Subject: Nema Electronics at HD World / Business Location Bavaria

Benjamin Nemser, President
Nema Electronics International Corp., North Miami, FL

Dear Mr. Nemser,

We see that Nema Electronics International is exhibiting at the HD World in New York this week. Since we too are attending the conference, we would like to introduce you to The State of Bavaria U.S. Office for Economic Development in New York, and offer you our cost free comprehensive services that could greatly benefit Nema Electronics International, if you are considering expansion to continental Europe. Our organization helps American companies find the most profitable and competitive solution for their business in Europe. When you begin to consider site locations we invite you to take a closer look at Bavaria.

With its unique combination of values and strengths, Bavaria offers tremendous advantages to U.S. businesses. It especially affords **enormous market potential** for Nema Electronics International:

- Bavaria is Germany's **prime location for media-related industries**, hosting a multitude of film production companies, and radio- and tv-stations, as well as world-renown film equipment suppliers and media-related research institutions.
- Bavaria is located in the **center of the European Union** – one of the largest markets in the world. From Bavaria, companies have access to nearly half a billion consumers in Europe!
- Bavaria's central position makes it an **ideal logistics base**. Bavaria with its first-rate infrastructure is at the hub of Europe's transportation grid, enabling efficient and safe transportation of goods within Germany and to the steadily expanding markets in the east of Europe.

We hope that with such extensive opportunity in Bavaria, you feel Nema Electronics International would enjoy great success with a location in our State. Please let us save you valuable time and effort during all phases of your European business location project at no cost to you. We look forward to meeting you at HD World.

Very truly yours,

Jan Danisman
Deputy Director - Projects
State of Bavaria U.S. Office for Economic Development
560 Lexington Avenue, 17th Floor
New York, NY 10022
tel: 212-317-0588
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10/16/2009

<First Name:78>, <Last Name:79>
<Company:25>, <City:30>, <State:31>

+ others

Dear <Salutation:40> <Last Name:79>:

If you are considering business expansion to Europe, it would be our pleasure to introduce you to Bavaria's strategic advantages and to the **cost-free support** that the State of Bavaria offers.

Our services include identifying the most suitable locations based on your company's strategic goals, providing **information about market potential**, industry clusters, **establishing contact** with media experts, as well setting up appointments and site visits. We offer assistance in ensuring that official formalities are completed rapidly and effectively. We also provide **"aftercare" support** to assist companies to be successful and grow once they have located to the state.

As you are probably aware, Bavaria is the No. 1 media center in Germany and one of the **top media locations in Europe**: from the print sector with its printing and publishing activities through radio and television, film production and the film industry all the way to the Internet and multimedia sector, Bavaria is excellently positioned. With more than 20,000 media and entertainment-related companies, Bavaria ranks at the top in Germany. The media industry in the capital city Munich alone has an annual turnover of more than EUR 70 billion, and employs over 250,000 people. We invite you to visit www.bavaria.org for more information on Bavaria's media cluster and www.bayern-international.de/key-technologies-in-bavaria/en for our extensive company database. In addition to this, please let us know if you would like to receive our free quarterly newsletter "Business Bavaria", highlighting investment, business and technology news in Bavaria.

We thank you for your consideration and we look forward to beginning a dialogue with you at your convenience.

Very truly yours,

Jan Danisman, Deputy Director - Projects
State of Bavaria U.S. Office for Economic Development
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about:blank

1/14/2010

Dear <Salutation:40> <Last Name:79>:

The State of Bavaria U.S. Office for Economic Development cordially invites you to join us for a one-on-one meeting at the upcoming **Discuss & Discover 2009 (Formerly Systems) in Munich, Germany from October 20th - 22nd**, to learn about Bavaria's Information Technology Cluster and the advantages of business location Bavaria.

Bavaria's **IT cluster** is one of the largest in the world including global technology giants and a plethora of small and midsized top performers. **Microsoft, IBM, Sun, Infor, Tata, Google, Siemens and SAP** are among the 20,000 information technology firms with 380,000 employees in all of Bavaria, many of which have set up their German and European headquarters and their R&D centers in the State.

Germany's State of Bavaria provides free of charge, confidential services to U.S. companies considering a business expansion to Europe. Our services are designed to quickly connect you to the people and information you need to establish and develop your presence in Bavaria/Germany/Europe. If you are expanding or considering an expansion, it would be our pleasure to meet with you or someone from <Company:25> at the:

Discuss & Discover 2009
In Munich on October 20th - 22nd 2009,
New Munich Trade Fair Center, Germany

For details or to arrange a one-on-one meeting, please contact us at the number or email below.
Thank you for your consideration and we look forward to talking with you.

Sincerely,

Jan Danisman
Deputy Director - Projects
The State of Bavaria
U.S. Office for Economic Development
New York, NY 10022
(212) 317-0588
jdanism@bavaria.org
www.bavaria.org

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<First Name:78>, <Last Name:79>
<Company:25>, <City:30>, <State:31>

International Media Conference "Medientage"

Dear <Salutation:40> <Last Name:79>:

The State of Bavaria U.S. Office for Economic Development cordially invites you to attend the upcoming **International Media Conference 2009 in Munich, Germany from October 28th-30th**. If you are planning to attend please join us for a one-on-one meeting to learn about Bavaria's Media cluster and the advantages of business location Bavaria. For more information about the conference please contact us or visit: www.medientage-muenchen.de/

If you are considering business expansion to Europe, it would be our pleasure to introduce you to Bavaria's strategic advantages and to the **cost-free support** that the State of Bavaria offers.

Our services include identifying the most suitable locations based on your company's strategic goals, providing **information about market potential**, industry clusters, **establishing contact** with media experts, as well setting up appointments and site visits. We offer assistance in ensuring that official formalities are completed rapidly and effectively. We also provide **"aftercare" support** to assist companies to be successful and grow once they have located to the state.

As you are probably aware, Bavaria is the No. 1 media center in Germany and one of the **top media locations in Europe**: from the print sector with its printing and publishing activities through radio and television, film production and the film industry all the way to the Internet and multimedia sector, Bavaria is excellently positioned. With more than 20,000 media and entertainment-related companies, Bavaria ranks at the top in Germany. The media industry in the capital city Munich alone has an annual turnover of more than EUR 70 billion, and employs over 250,000 people. We invite you to visit www.bavaria.org for more information on Bavaria's media cluster and www.bayern-international.de/key-technologies-in-bavaria/en for our extensive company database. In addition to this, please let us know if you would like to receive our free quarterly newsletter "Business Bavaria", highlighting investment, business and technology news in Bavaria.

We thank you for your consideration and we look forward to beginning a dialogue with you at your convenience.

Very truly yours,

Jan Danisman, Deputy Director - Projects
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<First Name:78> <Last Name:79>
<Company:25>, <City:30>, <State:31>

+ others.

Dear <Salutation:40> <Last Name:79>:

Whether <Company:25> is interested in partnering with a Bavarian organization, wishes to open a facility in Europe / Germany, or if you are just exploring business opportunities, we welcome the opportunity to talk with you and discuss how we could assist you in reaching your objectives. We invite you to discover how we can assist you to identify the most favorable sites and facilities based on your specific expansion criteria, provide information about financial support programs, and liaison valuable contacts to the Bavarian business and government community. Our comprehensive services are completely **free, without obligation, and strictly confidential**.

Bavaria is one of Europe's top 3 locations for biotechnology and the biotech leader in Germany:

- 319 biotech/pharma companies are located in Bavaria
- Strong R&D partners: over 8,000 scientists working at distinguished universities and institutes
- Germany's leading medical drug pipeline
- Germany's strongest venture capital location with over 40 VC firms
- The state government alone has invested over 500 million euros in life sciences in the past decade

Bavaria's biotech cluster includes a balanced mix of SMEs and global players such as Amgen, Astellas, Biogen-Idec, Baxter, Bristol-Myers Squibb, GlaxoSmithKline, Novartis, Roche Diagnostics, Daiichi-Sankyo, Sandoz; as well as service providers, such as contract research organizations. We welcome you to join Bavaria's successful and dynamic life sciences community. If you have a moment please visit www.bavaria.org for more information on Bavaria's biotech cluster and www.bayern-international.de/key-technologies-in-bavaria/en for our extensive company database.

Thank you for your consideration and your interest and we look forward to hearing from you.

Best regards,
Jan

Janet Danisman
Deputy Director - Projects

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Dear <Salutation:40> <Last Name:79>:

We hope that <Company:25>'s participation in the Medica conference last month in Düsseldorf Germany was of great value for you.

If you are deciding on where <Company:25> should establish its next office or facility in Europe, the State of Bavaria U.S. Office for Economic Development invites you to take advantage of our **cost-free** and **confidential** services and to discover Bavaria's many competitive advantages. It would be our pleasure to provide you with an introductory information package or contact you at a later, more timely date. We offer:

- Comprehensive data on Bavaria's key technologies / industry clusters
- Detailed economic data and financial support programs in Bavaria
- Contacts to Bavaria's business, scientific and government community
- Liaison to Bavaria's strong industry networks and Bavaria companies
- Identification of available office space, business centers, sites, and facilities based on your specific criteria
- "Aftercare" – a wide-range of support after a U.S. company has located to our state, i.e., assistance with administrative formalities to being informed about state-sponsored industry networking events.

The medical industry is a top priority in Bavaria. Of the world's 50 leaders in medical technology and pharmaceutical sales, 11 of the technologists and 14 of the drug companies maintain a base in Bavaria. Some examples are Siemens Erlangen, Baxter, Glaxo SmithKline, Novartis Pharma, Roche and GE with its European Global Research Center in Garching. Bavaria employs 47,000 people in medical technology sector and has more than 20 research associations and private industry to transfer research results into practical applications.

We thank you for your consideration and we look forward to hearing from you.

Very truly yours,
Jan

Jan Danisman
Deputy Director – Projects
State of Bavaria U.S. Office for Economic Development
560 Lexington Ave, 17th Floor
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Dear <Salutation:40> <Last Name:79>:

We learned about your company from the RSNA conference taking place in Chicago next week. We are currently arranging individual meetings at the RSNA with companies that are considering establishing a location in Germany. Hence, we are writing you this letter.

The State of Bavaria provides **customized assistance, at no charge**, to American companies interested in expanding to Europe. Our services include: comprehensive information on Bavaria's technology clusters, contact to industry associations, economic data on Bavaria and information on financial support programs. Services also include the identification of available sites and facilities based on your specific criteria, assistance with administrative formalities, contact to Bavarian business and government communities and "aftercare" support.

Bavaria forms part of Germany's medical technology sector which is number two in the world—after that of the USA. Furthermore, the quality of Bavaria's health care system is known worldwide.

- Bavaria's 400 certified, full-care hospitals and 341 preventative/rehabilitative facilities, staffed by 48,000 doctors and nearly 10,000 dentists creates great potential demand for products and services.
- Bavaria's medical technology workforce—nearly 20,000 people—accounts for some 20% of the German total. These highly-qualified employees produce over 60% of Germany's electronics-based medical technology devices and some 30% of its products as a whole.
- Bavaria has Germany's largest biotech cluster and a strong life science industry.
- Bavaria has the R&D partners you may need: more than 8,000 scientists work at distinguished universities and institutes creating a life-science environment without peer in Europe.
 - Organizations in Erlangen and Nuremberg are among the world's leading experts in imaging processes.
 - Munich's hospitals and institutes are world leaders in minimally-invasive and IT-based processes.
 - The Universities of Erlangen-Nuremberg and Bayreuth–Würzburg are conducting cutting edge research in biomaterials, implants and magneto-resonance imaging.
- Bavaria's central location in Europe and international airport offers easy access to markets throughout Europe.

For information on Bavaria, Europe's premier business location and to arrange a one-on-one meeting to discuss expansion/acquisition/partnering opportunities, we invite you to contact us at (212) 317-0588 or jdanismen@bavaria.org.

Very truly yours,
Jan

Jan Danisman
Deputy Director – Projects
State of Bavaria U.S. Office for Economic Development
560 Lexington Ave, 17th Floor
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<First Name:78> <Last Name:79>, <Title:46>
<Company:25>, <City:30>, <State:31>

Dear <Salutation:40> <Last Name:79>,

I am writing to introduce you to The State of Bavaria U.S. Office for Economic Development and to ask if we may be of assistance to <Company:25>. We are an organization of the German State of Bavaria. We provide **free of charge and completely confidential** assistance to American companies considering expanding to Europe.

Our services are designed to quickly connect you to the people and information you need to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Providing valuable information to support your planning and analysis
- Using our vast network in the state to provide necessary introductions to key industry contacts and resources
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Assisting with site inspections

We would be pleased to assist you in achieving your *expansion / acquisition objectives* in Bavaria, Germany and invite you to view www.bavaria.org for additional information. We will contact you next week to follow-up.

We thank you for your consideration and we look forward to talking with you.

Very truly yours,

Jan Danisman, Deputy Director - Projects
State of Bavaria U.S. Office for Economic Development
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<First Name:78> <Last Name:79>, <Title:46>
<Company:25>

multiple -

Dear <Salutation:40> <Last Name:79>:

Letter of Introduction: Business Location Bavaria

We'd like to introduce you to The State of Bavaria U.S. Office for Economic Development and to ask if we may be of assistance to <Company:25>. We are a representative office of Germany's most southern State of Bavaria. We provide **free of charge and confidential assistance** to American companies interested in expanding to Europe.

The German State of Bavaria, Europe's economic powerhouse, offers **tremendous strategic advantages** to U.S. retailers that are looking to expand in Europe:

- Bavaria is located in the **center of the European Union** – one of the largest markets in the world. From Bavaria, companies have access to nearly half a billion consumers in Europe!
- Bavaria's central position makes it an **ideal logistics base**. Bavaria with its first-rate infrastructure is at the hub of Europe's transportation grid enabling efficient and safe transport of goods within Germany and to the steadily expanding markets in the east of Europe.
- Bavaria ranks highest in Germany with a per capita purchasing power of € 20,571 expected for 2009. Of the 25 towns, cities and counties with the **highest purchasing power**, nearly half are located in Bavaria. The purchasing power in Munich, Bavaria's capital city, is almost 37% above the German average (*GfK Purchasing Power 2009*).

Over 850 U.S. companies are already taking advantage of Bavaria's unique strengths, and we invite <Company:25> to join these successful and growing enterprises. It would be our pleasure to provide you with our services, including information on locations, support programs and resources, industry trade shows and contacts to Bavaria's key industries.

We are much looking forward to hearing from you and to learn of <Company:25>'s plans for Germany, and how we can be of proactive assistance to you. Thank you for your consideration and we look forward to welcoming you to Bavaria.

With many best regards,

Jan Danisman
Deputy Director - Projects
The State of Bavaria
U.S. Office for Economic Development
New York, NY 10022
(212) 317-0588
jdanism@bavaria.org
www.bavaria.org

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We recently read that [[Company:25]] is planning to expand to Europe.

When you begin to consider site locations we invite you to take a closer look at Bavaria, Germany. We would like to introduce you to The State of Bavaria U.S. Office for Economic Development and offer you our cost free comprehensive services that could greatly benefit [[Company:25]] as you work toward European expansion. Our organization helps American companies find the most profitable and competitive solution for their business in Europe organization by providing:

- comprehensive economic, demographic and industry information
- contact to industry associations
- identification of available sites and facilities based on your specific criteria
- assistance with administrative formalities
- contact to the Bavarian business and government community, as well as "aftercare" support

We'd like to spur your interest in Bavaria with its unique combination of values and strengths that offer tremendous advantages to U.S. businesses. It especially affords enormous market potential for retail products:

- ☐ Bavaria is located in the center of the European Union – one of the largest markets in the world. From Bavaria, companies have access to nearly half a billion consumers in Europe!
- ☐ This central position makes Bavaria an ideal logistics base. Bavaria with its first-rate Infrastructure is at the axis of Europe's East-West / North-South transportation grid enabling efficient and safe transportation of goods within Germany and to the steadily expanding markets in the East and South of Europe.
- ☐ Bavarian residents, with an annual average disposable income of €20,340 per capita are the most affluent in all of Germany. Munich, Bavaria's capital city, has the highest purchasing power per capita among all major German cities, at € 25,696/year. That is 37% above the German average. (GFK Purchasing Power 2008)

We hope that with such extensive opportunity in Bavaria, you feel [[Company:25]] would enjoy great success with a location in our State. Please let us save you valuable time and effort during all phases of your European business location project at no cost to you.

We thank you for your consideration and will contact you to follow up.

Very truly yours,

Jan Danisman
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<Company:25>, <City:30>, <State:31>

Dear <Salutation:40> <Last Name:79>:

Is <Company:25> considering expanding to Europe?

Bavaria's 8,000 manufacturing companies offer a huge market for technology and service providers operating in the logistics sector. The transit state Bavaria has a natural advantage because of its geographical location at the crossroads between Western and Eastern Europe. Its proximity to the developing markets in the Eastern and Central Europe, its state the art infrastructure and the availability of industrial space have made Bavaria a hub for European logistics. American companies are growing more and more interested in establishing themselves close to this exciting growth market.

We invite you to consider the German State of Bavaria as a business location and to utilize our cost free services to save you time and money as you expand into the European market. Among others, we offer you the following services:

- Providing valuable information to support the analysis and decision making process
- Using our vast network in the state to provide valuable introductions to industry experts in Bavaria and setting up appointments during site visits
- Exploring opportunities for potential financing and incentives according to funding criteria
- Identifying the most suitable locations based on the company's strategic goals and assisting with site inspections
- Ensuring that official formalities are completed rapidly and effectively
- Provide "aftercare" support to assist our companies to be successful and grow once they have located to Bavaria

Our track record is substantial, having helped numerous U.S. companies successfully achieve their desired objectives in Bavaria. Today 850 American companies have business locations in Germany's southern state - Bavaria. We thank you for your consideration and we look forward to following-up with you

Very truly yours,

Jan Danisman, Deputy Director - Projects
State of Bavaria U.S. Office for Economic Development
560 Lexington Avenue, 17th Floor
New York, NY 10022
tel: 212-317-0588
fax: 212-317-0590
jdanism@bavaria.org
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STATE OF BAVARIA

Office for Economic Development

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E-mail: info@bavaria.org
Internet: www.bavaria.org

Friday, January 15, 2010

[[Contact:26]]

[[Title:46]]

[[Company:25]]

[[Address 1:27]]

[[Address 2:28]]

[[Address 3:29]]

[[City:30]], [[State:31]] [[Zip:32]]

European Expansion – Invest in Bavaria

Dear [[Salutation:40]] [[Last Name:79]]:

We recently read about your decision to expand to Europe and would like to introduce you to Bavaria, Germany. If **[[Company:25]]** has plans to establish an office in Europe and if you are exploring the new market opportunities in the EU with its now almost half a billion consumers, we would like to invite you to consider Bavaria as your next business location.

U.S. executives and investors can save *valuable time and effort* with our professional services that include:

- comprehensive economic information and potential financial support programs
- identifying the most favorable sites and facilities based on your specific expansion criteria
- liaison valuable contacts to Bavarian business and government community
- assistance with administrative formalities
- aftercare support

Bavaria is Germany's leading Media Cluster and one of the top media locations in Europe. In Bavaria there are an estimated 20,000 media companies and 200,000 employees with an annual turnover of 30 billion euros including companies such as Big Band Networks Germany, Buena Vista International, Harris Corporation, Condé Nast Verlag GmbH, Discovery Communications Deutschland GmbH, eRide Europe GmbH and yahoo! Deutschland GmbH, Kabel Deutschland (KDG), Astra Platform (APS), Premiere, Random House and many more. From the print sector with its printing and publishing activities through radio and television, film production and the film industry all the way to the Internet and multimedia, Bavaria is very strongly positioned.

I thank you for your consideration and look forward to following up with you next week.

Very truly yours,

Jan Danisman
Deputy Director – Projects

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2010 FEB - 11 3:26
COMMUNICATIONS UNIT

Dear <Salutation:40> <Last Name:79>:

We cordially invite you to the

State of Bavaria – Executive Business Breakfast at the Intersolar 2009 "Solar Technology in Bavaria"

Bavaria is one of the main centers in Germany and throughout the world for the development and manufacture of sustainable energy technologies. Please join us to learn more about Bavaria's energy technology and to meet experts from Bavaria and industry representatives.

Did you know...

- Over 40% of the German solar power supply is generated in Bavaria.
- A third of all solar collectors in Germany are installed in Bavaria.

Wednesday July 15th, 2009; 8:00am – 10:00am

W- Hotel San Francisco, 181 Third Street, San Francisco, CA – Work Room 3, Floor 3

Please RSVP by Monday, July 13th, 2009

Tel: (212) 317-0588

Email: newyork@bavaria.org

Please also visit us at the Intersolar North America 2009
at the Bavarian Pavilion: 9736 A – West Hall

It is the mission of the State of Bavaria's U.S. Office to provide comprehensive and completely confidential business expansion services at no charge to U.S. companies considering establishing a presence in Bavaria, Germany.

If you are not able to attend the reception, but would like to receive more information on Bavaria, Europe's premier business location, or to set up a one on one meeting during the InterSolar 2009 to discuss expansion/acquisition/partnering opportunities, we invite you to contact us at the coordinates below. We look forward to welcoming you to Bavaria!

Best regards,

Dagmar A. Cassan
Executive Managing Director

Jan Danisman
Deputy Director - Projects

State of Bavaria
United States Office for Economic Development
560 Lexington Ave, Floor 17
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What's inside

- From Bavaria: a chip saving lives and money
- Prudence pays off for Bavaria's profitable financial institutions
- Munich: best infrastructure in Europe, second best in the world
- Bavaria's hottest-in-the world solar power sector
- B & B: in Bavaria, it means bed and biking

Saving lives and money Infineon's X-Gold 101 Germany's hottest product

Infineon's X-Gold 101 has won 2009's Prize for Innovation in German Business – the most prestigious award conferred upon high-tech breakthroughs in the country. And for good reason. The chip's technology platform is going to save lives, save money – and create a whole generation of 'killer apps' (killer applications).

Saving lives – at least 2,500 a year, reports the European Union. The lives will be saved by E-Call. This 'black box' is set to be SOE (standard operating equipment) by 2012 in all automobiles in the Union.

E-Call's 'heart' is an Infineon solution based on the X-Gold 101

Once an accident takes place—something that happens 1.4 million times a year in the EU—a crash sensor sends a signal to the chip's GPS and mobile telephony capabilities. They, in turn, notify the nearest emergency assistance post of the place and time of the accident.

The resultant 40% - 50% cutting of times of response will save both thousands of lives and up to EUR 26 billion a year in medical and other costs, reports the Union.

No more accident victims – of which there were over two million a year in the EU – lying trapped in a car or in a ditch, waiting helplessly and seemingly endlessly for a passerby to call the police.

Saving money – in another, very important way. The fingernail-sized X-Gold 101 is not only smaller than today's chips. It also reduces the number of electronic components in a simple mobile phone from over 200 to fewer than 50.

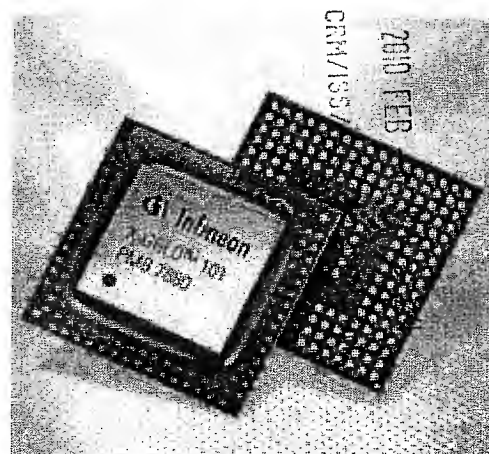
The X-Gold 101 does this by having a GSM baseband, RF transceiver, RAM, camera, mixed signal, power management and other capabilities built into it.

What this means: telephones equipped with the X-Gold 101 or Infineon's related XMM1010 platform are a lot cheaper—around 30%—than today's ones. No wonder that more than 100 million of these ULC (ultra-low costs) 'X' telephones have already been sold in Africa and Asia.

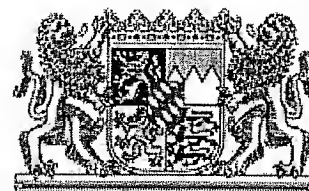
With many more to come. Half of the world's 6.6 billion people have never used a telephone. The 'X' telephones are going to change all that, forecast experts.

Exciting though these prospects and developments are, these are just the start of the 'killer apps' to ensue from Infineon's X-Gold and the XMM1010 families, reports Stefan Butz, who headed the Munich-headquartered Infineon's team of development.

"Is there any reason why computers, ticket dispensers, navigation systems or even keys to your house can't be equipped with these do-it-all chips?" he asks in an interview appearing in business weekly WirtschaftsWoche.



source: Infineon



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Munich – best infrastructure in Europe, second best in the world

These are the findings of the 2009 Quality of Living study compiled by market researcher Mercer. The study used input from expatriates to rank the world's 215 leading cities.



Evaluated in the all-important infrastructure category were such parameters as reliability of electricity and water supply, quality and sophistication of telecommunications and postal services, extent and frequency of public transportation networks and links, level of stress from traffic, and number of international flights from local airport.

Munich's top-two placement in this category boosted it to a seventh place in the worldwide rankings of quality of life.

<http://www.mercer.com/qualityofliving>

Prudence and patience pay off: Munich Re shows how to weather financial storms

"A strong year, with an even stronger one to come." Only a very few of the world's major financial service companies got to make that statement about 2008. One of these very, very few is Munich Re, the world's largest and most successful re-insurer, which in 2008 recorded healthy profits of 1.5 billion and record gross premiums of nearly 38 billion. Own funds—the best indication of corporate solvency—also reached a record level of 21 billion.

And 2009 looks even better for Munich Re, which registered in the first quarter profits of 420 million. This and other results have caused CEO Nicholas vom Bomhard to forecast for the year as a whole further rises in his group's key indicators.

The question arises: what is Munich Re doing differently than other financial services suppliers in general?

The answers, very simply, are 'prudence' and 'patience'.

"We refrained from entering certain areas of business. Just because the music is playing loudly doesn't mean that you have to dance. We always remained aware that higher rates of return inevitably mean higher risks," stated vom Bomhard in a recent interview in weekly Der Spiegel.

In the interview, vom Bomhard detailed the barrage of criticism showered upon these policies of avoiding risks—"boring!" and "too conservative".

As he explains, the keystone of these policies is rewarding managers for long-term and sustainable achievements, and not for racking up great quarterly results by entering into high-yield, highly dangerous transactions. As vom Bomhard notes, these policies are motivated by the "great sense of the long-term responsibilities we have for the well-being of our policyholders, our staff members and our other stakeholders".

Vom Bomhard's sense of responsibility extends to the well-being of environment.

The strength of his commitment to first finding and then implementing ways of saving the climate won him in 2007 Germany's "Eco-manager of the year" award. This is conferred by the World Wildlife Fund and business magazine Capital.

State-wide solvency

These policies of prudence and patience have been also been employed by a large number of other state financial institutions - with similar and positive results.

One of them: Stadtparkasse München (SSKM). Munich's municipal savings bank registered a sterling year in 2008, with all indicators at record or near-record levels – including amount of new credit supplied and net deposits.

As SSKM CEO Harald Strötgen explains, his bank's successes stem from sticking to what it knows and does best: serving Munich's booming economy and the companies and consumers comprising it.

"We know our companies and we know our private customers. So we know which services to supply them with, and how much to give them," he concludes.

Such practices are the norm at Bavaria's 74 other savings banks, and at the state's 317 credit unions. And because they are, nearly all of these financial institutions also had good to excellent years in 2008.

The youngest for the biggest Karl-Theodor zu Guttenberg: Germany's new economics minister

On February 10, 2009, the 37 year-old Karl-Theodor zu Guttenberg became the youngest person ever to be appointed Germany's economics minister.

Zu Guttenberg has been in ceaseless action since then, trying to put out the many fires burning in this time of worldwide recession. His drive and his ability to keep cool even in the highest pressure of situations have won him kudos with the media in Germany and in the world.

Guttenberg's qualifications for managing Germany's recovery were gathered in Bavaria. In 1994, von Guttenberg, a lawyer by profession, assumed a senior position at the helm of the Munich-based Guttenberg GmbH, the company holding the assets of his family, which is one of the oldest and most illustrious in European aristocracy.

The dynasty's seat is Bavaria's administrative district of Lower Franconia.



Hot technologies Holger Braunschweig and his wonderful world of new materials

No one, not even Holger Braunschweig himself, is quite sure where his breakthroughs will lead. Everybody – and especially the jury conferring the Leibniz Prize – is, however, sure that their impact will be huge.

This certainty of belief led to the winning by Braunschweig, a professor of anorganic chemistry at the University of Würzburg, of a 2009 Leibniz Prize. Both its endowment – 2.5 million – and its prestige make the Prize the most important in German research.

The uncertainty as to his breakthroughs' impact stem from the nature of Braunschweig's achievement. Rather than synthesizing a single new material or a new application for an existing one, the scientist, who was born in 1961, has come up with an entirely new class of materials. These are compounds of boron and other organic materials with transitional metals.

These new compounds, in turn, could well be the building blocks of revolutionary new catalysts, polymers and other materials.

The lack of certainty as to the final use of Braunschweig's findings hasn't prevented him from being one of world science's most sought-after contributors and speakers. Since 2005, he has published more than 30 articles in leading journals of chemistry, and has given more than 50 lectures during the time.



Bavaria in space GOCE gets a bead on gravity

Reiner Rummel's 20-year dream became a reality on March 16, 2009. On that day, the pan-European GOCE (Gravity Field and Steady-State Ocean Explorer) satellite was launched into orbit.



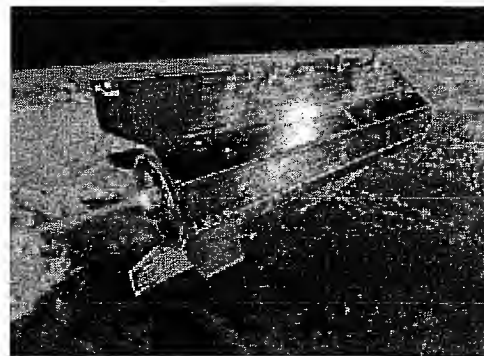
The head of the Technical University Munich's Institute for Astronomical and Physical Geodesy, Rummel had envisioned sending into space a satellite equipped with an ultra-sensitive gravity gradiometer.

Doing such would give humanity its most accurate view ever of the earth's gravitational field, and, thus of the forces shaping it. These include primarily the Earth's 'innards'. These, in turn, shape the circulation of the oceans and thus the workings of the climate.

Realizing this dream took twenty years of planning and implementing for the team headed by Rummel, the chairman of the GOCE Mission Advisory

Group, and comprised of 10 institutes from seven countries.

His dream may have been fulfilled, but his work is by no means over: Rummel and his institute at TUM are participating in the compiling and evaluating of the data broadcast by GOCE in what is forecast to be a 20-month mission.



SOURCE: ESA/OS

Innovation@home Twenty four for the world Bavaria's universities of applied sciences

None of them is older than 39. Most are located in small cities and towns. And, until recently, their main objectives were defined to be turning out engineers and other technical personnel so badly needed by employers.

Bavaria's 24 universities of applied sciences would appear to be unlikely candidates for worldwide technological renown.

But that in fact is the case. Whether it be in the fields of computer graphics, aerospace engineering, beer brewing, wood-based building or dozens of other cutting-edge sectors, the universities are worldwide technology leaders.

And that's because of the close working relationships they've entered into with state manufacturers and research institutes.

More hot facts...

Georg Simon Ohm/Nuremberg

Many of the world's most exciting computer games and animation programs were developed by this hotbed of advanced media engineering and design.

Rosenheim

Located in the gracious southern Bavarian town of the same name, the Rosenheim University of Applied Sciences is one of the world's leaders in creating new applications for the world's fuel and oldest building material: wood.

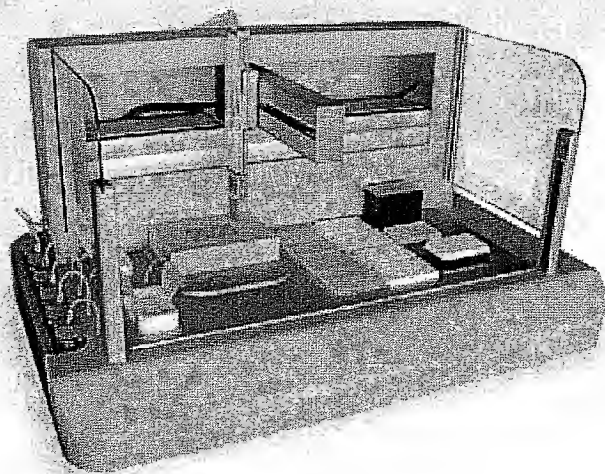
Weihenstephan

With its main campus located in the northern Munich suburb of Freising, and with others in Straubing and Triesing, Weihenstephan has long been a forerunner in the developing of better (more efficient, yielding higher quality products) agricultural technologies. Today, Weihenstephan is a major center of 'green' (agriculture-use) biotechnologies.

Nanion: speeding up the pharmaceutical pipeline

Bavaria's life sciences sector is thriving. One reason is that it is delivering the devices giving researchers new speeds, ranges and capabilities of drug discovery.

Prime among the state's enablers is **Munich's Nanion**. It has replaced pipettes with chips in 'patch clamp systems'. By doing so, Nanion has increased research throughput ten-fold, and has given the life sciences new methods of investigation.



The focus of Nanion's work are the pores in living cells. Going by the name 'ion channels', these tiny pores (70,000 of them have the diameter of a human hair) serve as the conduits for flows of ions in and out of the cells.

One of the key focuses of medical researches is using electrical current to detect how drugs are affected the flow of ions through these channels. Scientists used to conduct this research on a one-on-one-on-one basis—one pipette being applied to one cell at one time.

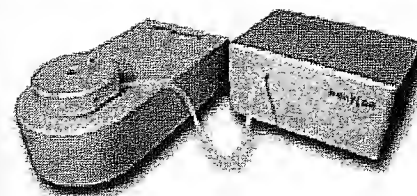
Since this involved a microscope and fine-tuning, it was a lengthy, often frustrating process.

Considering that a typical drug development project can involve testing up to one 2 million compounds, you can see why this research wasn't exactly fast-paced.

Enter Nanion's chip-based High Throughput Screening systems. The winners of numerous prizes, these use automation to impart vastly greater speeds, precisions and ranges of operation.

The heart of this system is a chip upon which several cells are placed using negative pressure.

Nanion's business story



Nanion's business story is as interesting as its technology one.

In 2001, CEO Niels Fertig, then a pre-doc at the Center of Nanoscience at Munich's Ludwigs-Maximilians University, decided to realize his vision of spinning off his research. To do such, Fertig and his partners took part in the city's Businessplan Competition.

A year later, honed with the insights gained from this participation, Fertig started up Nanion. Since then, the company has accomplished two difficult feats. It has systematically upgraded its products and services, and has been profitable while doing such.

This makes it a rarity in the world of biotech, in which a company's early years are generally associated with "cash burning".

More hot facts...

Of the 150 largest solar parks in the world, 16 are located in Bavaria.

In 2005, Bavaria alone accounted for one quarter of the PV facilities set up worldwide. In 2006, the number of PV facilities installed in Bavaria was larger than that of the USA and Japan combined.

About half of Germany's solar electricity facilities are located in Bavaria.

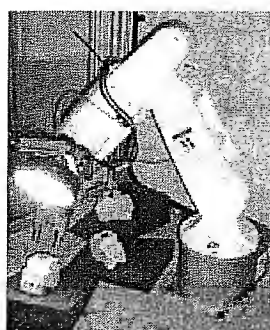
Held May 27 – 29, 2009 in Munich, Intersolar cemented its position of being the world's leading trade fair for the solar power industry, attracting some 1400 exhibitors. Occupying 100,000 square meters of floor space, these stands were visited by 60,000 people.

From Bavaria: the next industrial revolution

Making robots see: MVTec

MV (machine vision) systems are going to revolutionize manufacturing. Such systems are comprised of industrial robots and image capturing and processing technologies.

Industrial robots are unexcelled at doing complex and repetitious tasks. That's why they were for a very long time the mainstays of assembly lines.



Such robots have, however, two grave flaws. They are blind and they are dumb. They lack the eyes and the intelligence to recognize and respond to such unexpected situations as variations in operations or components of inferior quality.

That's where human beings shine. And that's why many manufacturers have been deploying people instead of robots on such lines.

A number of companies have striven to solve that problem by coupling cameras to robots. The problem with their MV systems was that each involved a huge amount of proprietary programming. This programming, in turn, priced such systems out of the reach of many users.



Enter Munich's MVTec. Its Halcon standard software requires no extra programming, and enables the quick and problem-free creation of a full range of MV applications.

MVTec has also created ActiVisionTools. It is designed to meet the

needs of SMEs (small and medium-sized enterprises).

These two software packages make MVTec a world technology leader in the MV (machine vision) field. The company was founded in 1996 and is headed by CEOs Dr. Wolfgang Eckstein and Dr. Olaf Munkelt.

Regenerative fuels fuelled power plants

Bavaria doesn't have oil or natural gas. It is, however, abundantly blessed with another of fuel: wood.

The byproducts of its 1.5 billion-a-year lumber industry and of the downstream sectors using its products (furniture and construction) are turned, along with other organic materials, by **biomass power plants** the into heat fed into district heating systems in

Pfaffenhofen: south central Bavaria

Mark Schwaben: greater Munich

Hauzenberg: eastern Bavaria

As befitting its largest-state-in-Germany expanse, Bavaria has a huge agribusiness sector. Its wastes are turned into **biogas** and then combusted at some 1350 facilities in the state.

The largest of these biogas power plants (and the largest in the world) was commissioned in May 2007 in **Pliening/Ebersberg:** greater Munich.

It may well be Bavaria's greatest source of clean energy, and it is invisible — at least unless you have a camera to slip down into a hole drilled anywhere up to 5,000 meters below the surface of the southern part (Alps to the Danube) of the state.

That's where the state's aquifer of geothermal water is located. Tapping its 30°C — 140°C heat are a large number of **geothermal energy stations**. With 90 fields in Bavaria either already being tapped or set for exploitation, these include

Simbach: eastern Bavaria: heat

Unterhaching: greater Munich:

heat and up to 3.4 MW of electricity

Sauerlach: greater Munich: (to be completed in 2009) heat and up to 8 MW of electricity

Munich: located in the eastern Munich borough of Riem: heat

Dürnhaar/Aying: greater Munich

(to be completed at the end of 2009) electricity

Playmobil and the joys of ethical toys

Playmobil's toys are not associated with star wars or treks or bat or super men. Once put together, they pretty much stand around. Nor are they produced in China, Vietnam or other low wage countries.



source: Playmobil

The only thing kids can do with the toys is to use their sense of imagination and play with them.

Sounds like a recipe for a business disaster. It is, in fact, quite the opposite. Headquartered in Zirndorf, a town in Central Franconia, Playmobil is indisputably one of the world's most sustainably successful toy companies.

In 2008, a year in which many other large-sized toy companies were crashing and burning, Playmobil had sales of 452 million, up 6% over 2007. Playmobil's owner, the

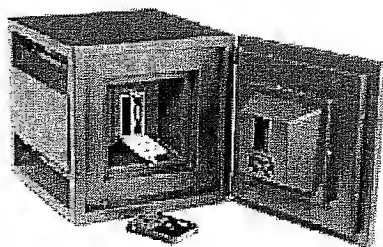
Brandstätter group, recorded a corresponding rise in sales of 8%, going from 459 million to 496 million – and creating 100 jobs in the process.

To assure high product quality, Playmobil's police officers, Viking chiefs and airports are manufactured in Germany and in fellow EU members Malta, Spain and the Czech Republic.

Secumem: saving companies' most valuable asset

Based in Munich, Secumem has come up with the recession-beating product: vaults protecting hard disks against fires, floods, earthquakes and other disasters. Going by the brand name 'Threx', the vaults are coupled with sophisticated data backup systems.

We're talking about the highest levels of security here.



Worried about fires? Threx can withstand heat up to 1000°C. Worried about lightning bolts? Threx can handle up to 250,000 volts. Worried about break-ins? Threx isn't fazed by crowbars or hammers. Worried about earthquakes? Threx can withstand up pressures up to 100 kN.

The winner of 2008's Munich Business Plan competition, Secumem was founded at the beginning of 2007 by Adriana and Dirk Brunner.

As they point out, the reason why Secumem can guarantee such a high level of quality is the company's policy of procuring supplies from producers based in the Munich region.

More than four fifths of the 500 parts going into a Threx are manufactured by producers in greater Munich.

Playmobil's story of success

These results set forth a remarkable if somewhat twisting story of success.

Founded in 1876, Brandstätter started out producing locks for caskets. The company then branched out into metal goods and then, after World War II, into telephones and piggy banks.

The company produced in the late 50s its first toy—the Hula Hoop. In the 1970s, competition from low-wage countries and the rising price of plastic (caused by the oil crisis), forced Brandstätter to cast about for a new money-earner.

It was then—in 1974—that Hans Beck, the company's chief designer, finalized his idea of creating little figures coming equipped with the appropriate settings.

It took a lot of grit on Beck's part to first convince his boss Horst Brandstätter to give his brainwave a try. It then took Brandstätter lots of hard selling and a few ingenious ploys to convince the toy world that Playmobil was the coming thing.

Key figures

75,000. That's the number - the largest of any state in the world - of producers of solar electricity feeding into e-On Bayern's grid. This, in turn, serves three quarters of Bavaria's surface area – meaning that the actual figure could well be up to 100,000.

Bavaria's producers of solar electricity range in size from families which have placed small-sized photovoltaic (PV) panels on their houses' roofs to the 15 million solar park in northwestern Bavaria's Erlasee/Amstein.

Its output is 12 megawatts – the largest in the world. All told, the state's solar producers generate as much electricity as three coal-fired power plants.

Making their mark: Bavarians who built Bavaria

Oskar von Miller:

switching on the entire world, and putting the entire world in a museum

The world owes a lot to Oskar von Miller. Like its electricity grids. Like its ways of producing and storing electricity. And like the museum showcasing these and all other technological innovations.



Oskar von Miller was born in 1855 in Munich. After earning a degree in engineering at today's TUM (Technical University Munich), he devoted himself to advancing the use of electricity.

With path-blazing results. In 1882, von Miller managed a feat which turned electricity from a plaything of technology fans into the world's main source of energy: he set up the world's first long-distance (the 57 kms from Miesbach to Munich) transmission line.

Von Miller didn't stop there. After building Germany's first power plant in 1884, he worked on developing

ultra-high capacity and long distance power lines - successfully. In 1891, one of his power lines transmitted 20,000 volts of three-phase alternating current.

This breakthrough made AC the world's standard, and served as the cornerstone for electricity grids around the world.

Von Miller's passion for developing electricity led to him to achieve a large number of other significant electricity - related achievements, including the building of what was at the time the world's largest hydraulic power plant.

But the achievement for which he is best remembered had to do with another passion: collecting innovations.

On May 7th, 1925, on von Miller's 70th birthday, and after 22 years of collecting, fundraising and building, his greatest dream came true - of amassing in one building all of the technological breakthroughs made by humanity over the ages.

It was on that day that the Deutsches Museum was commissioned.

In view of von Miller's objective, it's not surprising that the new building and its collection were large - very large. Today the museum's 55,000 square meters of space are home to 20,000 objects of exhibition. All told, its collection has 100,000 such objects. And its peerless library has 900,000 of the world's most important manuscripts of scientific endeavor and achievement.

These figures make the DM the largest single-building museum of technology in the world. The Smithsonian is larger, but is comprised of 16 individual museums.

von Miller's legacy: reliable electricity

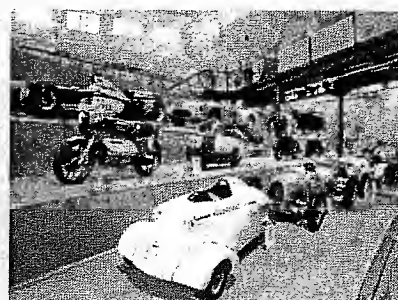
Thanks to von Miller and his successors, Germany has one of the lowest rates of power outages in Europe and one of the lowest in the world. Outages average 22 minutes per customer per year, reports the Association of Bavaria's Electricity Industry. Comparable figures for France, the UK, Spain and the USA: 51, 61, 118 and 214 minutes.

Deutsches Museum's two offshoots

To making taking in its exhaustive and sometimes exhausting collection a bit more doable, the DM spun off two of its collections into museums of their own:

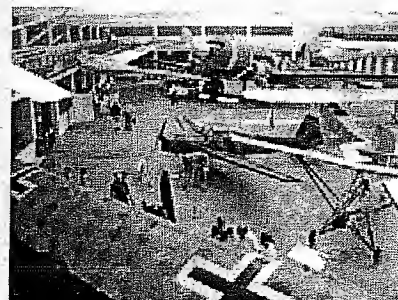
The Transportation Center

Located in the capacious, Industrial Age buildings once housing Munich's trade fair grounds, the Center has many of the DM's most enduring 'hits' with young and old: 19th century trains and 20th century cars, buses and trams.



The Aerospace Museum

Located in the northern Munich suburb of Oberschleißheim, the museum has a Smithsonian-like collection of aircraft, rockets, helicopters and much more.



Places to know, places to go in Bavaria

Deutsches Museum and its two offshoots in Munich.



Each year, some 1.4 million people visit the DM - and that's not just because of its mind-bogglingly large and fascinating collection.

It's also because of its location, on an enchantingly green island in the Isar River (keep an eye out for the beavers who are now residing there!), and within a short walk from Marienplatz and the rest of downtown.

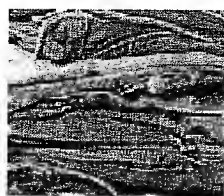
It's also because of Kid's Kingdom, located in the museum's bottom floor and 1,300 square meters of hands-on fun for children up to 8 years of age.

Re the collection: there are two things of which you can be sure.

1. It has an exhaustive and enchanting exhibition on anything you are interested in, no matter how arcane, including medieval medicine making and alchemy, state-of-technology satellite navigation systems, windmills through the ages, and early rockets, computers and microelectronics chips.
2. You will always get sidetracked while making your way to interest of choice. Who can resist a glance at Viking ships or wraparound views of the universe? Who doesn't want to try their hands at the fiendishly complicated but oh so simple-looking games on the fourth floor?

The Deutsches Museum is open every day (except for eight days during the year) from 9 am - 5 pm. www.deutsches-museum.de

Buttenheim



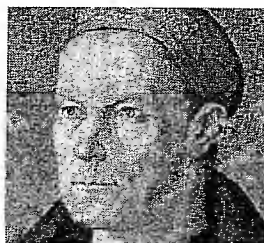
One billion pairs of blue jeans are sold every year. Five billion are found in the world's closets. All of these are the products of a single, brilliant idea - of using upholstery fabric for work clothes - which flashed in 1873 into the mind of a 44 year old immigrant to the USA from the northern Bavarian town of Buttenheim.



The immigrant was of course Levi Strauss. His house of birth has been turned into museum detailing the life and times of Strauss and his family. If you're serious, very serious about jeans, this is the place to go.

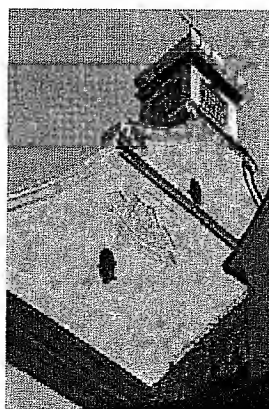
www.levi-strauss-museum.de/

Augsburg's Fuggerei



The Fuggerei is every modern urban dwellers' dream: low rents (88 cents a year) and traditional architecture (pretty much unchanged from its year of building in 1523) in

a gated and walled community (gates are locked from 10 pm to 5 am) located in the heart of one of Europe's most beautiful cities: Augsburg.



The Fuggerei's rents and affirmative action policies (its 150 residents are proactively recruited among the aged, afflicted and impoverished) also make it the role model for every crusader for social justice.

Odd that this template for social care should have been built by one

of the most grasping capitalists of his (or any) time: Jakob Fugger (1459-1525), scion of the fabled banking dynasty.

Odd - and ironic - that the best known remnants of the House of Fugger's fabled wealth are these 140 dwellings for the poor. www.fuggerei.de

Cool bikes from Bavaria

Want to bike in style down Bavaria's bikeways?
Get a Ghost or Corratec bike.



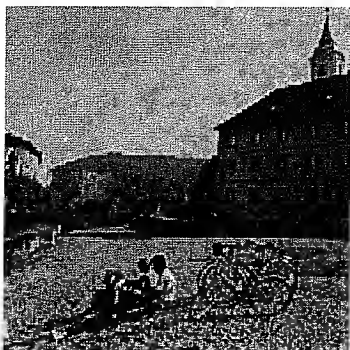
There are important similarities between BMW's cars and Ghost bikes. They are largely made (designed, engineered and manufactured) in Bavaria. Their names are thus synonymous with ultra-high performance and quality.

Besides the fact that one of these companies does not include engines in its products, there are, however, a couple of important differences.

Whereas BMW is one of the world's most easily recognized trademarks, Ghost Bikes are known only to a relatively small circle of bikers.

Although that's now changing, thanks to what happened in Beijing in 2008. Riding a Ghost bike, Sabine Spitz won the gold medal in women's mountain biking.

B&B: in Bavaria, it means "bed and biking"



116 routes and a total length of 8700 kilometers: Bavaria has, indisputably, the largest grid of bikeways of any region in the world.

One reason for the grid's size: Bavaria is by far Germany's largest state.

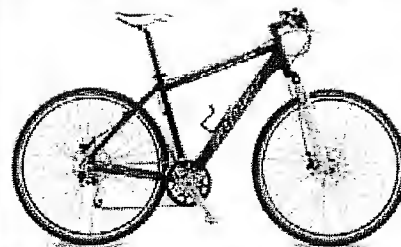
One reason for its popularity: on these routes are Bavaria's world-famous castles, pristine lakes, rippling rivers and picturesque cities.

Another reason for the bikeways' popularity: the 800 certified B&B (bed and bike) hotels, pensions, camping grounds and hostels lining them.

According to the Bavarian chapter of ADFC (association of Germany's cyclists), these B&Bs range in luxuriousness from four-star hotels devoted to pampering cyclist and cycle in every conceivable way to "hay hotels" – barns offering bikers a very immediate way to get back to and into nature.

These B&Bs join with the following routes in explaining why Bavaria was voted Germany's best place to bike in the 2009 edition of ADFC's annual poll of bikers.

Cool Bikes



Ghost Bikes

Located in Waldsassen, a town in the Bavarian Forest, Ghost Bikes was founded in 1993. Since then, in a perfect example of the unswerving pursuit of excellence producing strong business results, the company has grown steadily. It now employs 90 staff members. Its bikes are sold in more than 20 countries.



Corratec

Equally admired in the world of cycling, Corratec is headquartered in the southern Bavarian town of Raubling. It produces a full range of high-end road, mountain, trekking and kids' bikes.

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Favorite routes

Ride alongside the rivers

The routes running alongside the Danube, Altmühl, Inn and Main are some of the world's most popular, and it's easy to see why.

They are, by and large, flat. They make it impossible (well, very difficult) to lose one's way - just keep the river to your right or left. They offer instantaneous cool-offs and freshen-ups whenever so desired.

They also offer quick-changes of types of sport. If you want a break from cycling, rent a canoe or rowboat and take to the river. If you want to stretch your legs, what better place to do it in Passau, Landshut, Eichstätt or any others of the literally hundreds of scenic cities lining the rivers and their routes?

Ride for romance

It is one of the most more picturesque and - well - romantic sights Europe has to offer. You cycle to the top of a promontory. Materializing before your eyes is a perfectly-preserved medieval town, complete and replete with turrets and towers and city gates. We're talking about Rothenburg ob der Tauber, Dinkelsbühl and the other favorites with the world's tourists linked by the Romantic Route.

It, in turn, runs the length of western Bavaria, junctioning at its southern end with two other hits with cyclists.

Cycle-seeing in and around Füssen

Bavaria's King Ludwig II spent much of his childhood in Füssen's Hohenschwangau castle. He liked the area so much that he decided to build a castle of his own there: Neuschwanstein.

The two castles form the starting and ending points of an 80 km route taking in the churches, villages and lakes (including the majestic Forggensee) forming, along with the mighty Alps to the immediate south, the landscape so loved by Bavaria's beauty-crazed king.

Mighty in the mountains

Füssen is also a major stop on the Lake of Constance - Königssee (Lake of Kings) route, which is reportedly the longest (418 kms) and one of the most challenging in Bavaria. That's because it runs alongside (and sometimes through) the Alps.

Equally challenging and nearly as long is the route paralleling the Bavarian-Czech border. For most of its length it goes by the name "Green Roof" route. The 'green' and the 'roof' is a reference to the Bavarian Forest, whose wooded heights (up to 1456 meters) this route traverses.

Here to fare

Other favorites take you to (but not necessarily out of) Munich's beer gardens, Upper Franconia's breweries and lower Franconia's vineyards and route-side inns.

For further information:

www.bayernbike.de



New and newsworthy

Israel is number 20!

Bavaria and Israel have a close relationship, with more than 1,000 of the state's companies doing business in the country. Of these companies, no less than 350 have set subsidiaries, offices or working relationships in and with Israel and its businesses.

On March 24, 2009, that close relationship got a bit closer. On that day, the state of Bavaria opened its office for Israel in Tel Aviv. It is the twentieth in the state's world-spanning network. The office is headed by Godel Rosenberg, a seasoned veteran of international business.

Munich: Germany's number one IT market

3040 per employee per year. That's how much Munich's companies spend on IT. This makes Munich's business community the biggest IT spender among Germany's 429 cities and counties, reports a study published in March 2009 in Computerwoche.

The Allgäu does it again!

A few months ago, it was America's AGCO which made a hundred million euro investment in the southwestern Bavarian region of the Allgäu. This time, it's Nestlé's turn. The Swiss food giant, the largest in the world, is going to spend 108 million to expand its baby food production facility in the eastern Allgäu town of Biessenhofen.

Bavaria's Quality Prize 2009:

three winners, one ultra-high standard of quality

It may be the toughest award to win in Bavaria—the state's Quality Prize. And that's because the competition is so great. There are simply so many companies in the state manufacturing products which are worldwide benchmarks for performance.

This year's winners were:

- MANN + HUMMEL

Located in Marklkofen, Lower Bavaria, the company is a producer of filter and suction systems and plastics-based components for the automotive and industrial engineering sectors.

- KSB AG

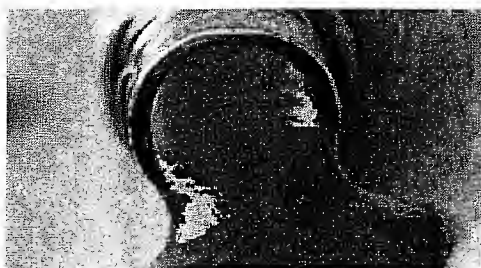
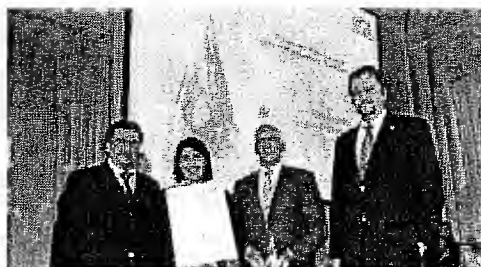
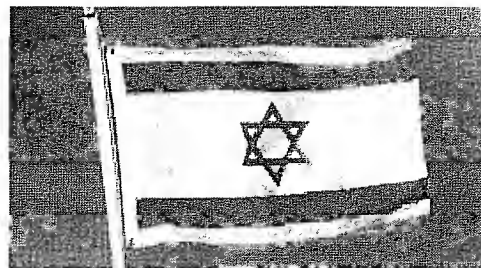
Headquartered in Pegnitz, Upper Franconia, KSB manufactures armatures used in the industrial engineering sector

- MTU Aero Engines GmbH

The Munich-based MTU is Germany's leading manufacturer of aircraft engines and the world's number one supplier of related maintenance services

Inventions the world has been waiting for:

Researchers at TUM (Munich's University of Technology) have eliminated one of humanity's biggest time-wasters: the "it won't come out" ketchup bottle. Their bottle is made out of a new kind of glass. It is so smooth that it serves as a slide zooming the ketchup out of the bottle and on to your hamburger!



Bavaria goes abroad: trade fairs and business trips

Bayern International, Bavaria's international business development arm, is facilitating the following trips in 2009.

Delegations headed by Martin Zeil (Bavaria's economics minister) or by Katja Hessel (state secretary)

Business trips:

Eastern Russia
industrial engineering
July 15 – 24

Kiev, Ukraine
construction
autumn

Delegations:

India
(Delhi, Chennai, Kolkata)
October 25 - 31
Registration by July

Cuba and Columbia
November 1 - 8

Poland (Cracow, Lodz, Poznan)
November 25 - 27



For further information:

Bayern International
Ms. Agnieszka Eckert
aeckert@bayern-international.de
www.bayern-international.de
+49-89 660 566 301

At your service Trade fairs in Bavaria July 1 – September 30th, 2009

Trade fairs in Munich:

BIKE Expo

Leading trade fair for the bicycle industry
July 23-26, 2009
www.bike-expo.com

DRINKTEC 2009

Beverage and liquid food technologies
September 14-19, 2009
www.drinktec.com

Trade fairs in Nuremberg:

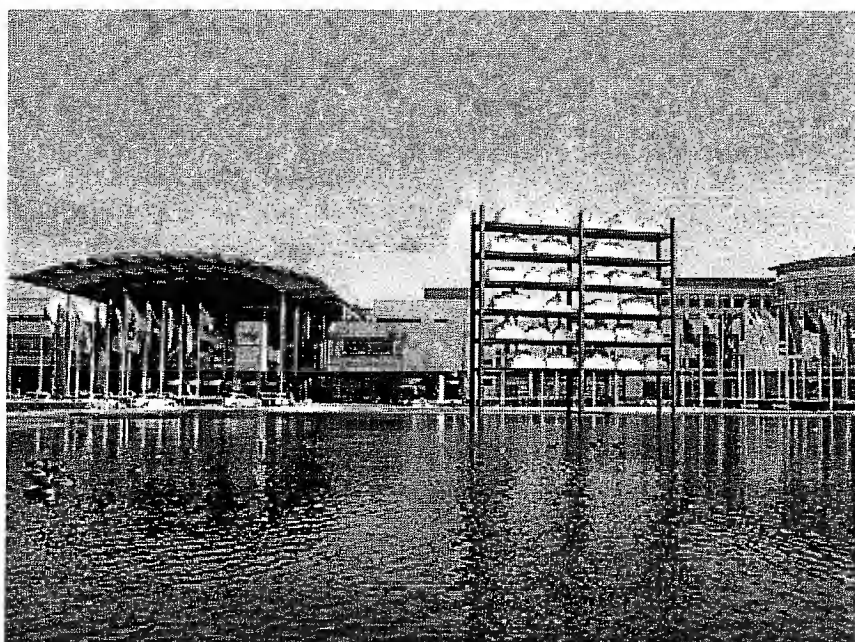
Fach Pack

Packaging technologies
www.fachpack.de

Print Pack

Printing and production of packagings
www.printpack.de

both September 29 – October 1, 2009



source: Messe München



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Invest in Bavaria is the central coordinating body for investors in the Bavarian Ministry of Economic Affairs. Our international team is there to offer you confidential assistance in the setting up of a new business or expanding your present facilities in Bavaria. We will provide you with information, help you find a suitable site and arrange contacts with government agencies as well as local partners and networks. Our service is of course free of charge.



To stay up to date about the Bavarian economy on a daily basis use our RSS feed, which can be subscribed to at: www.invest-in-bavaria.com/en/newsfeed

Janet Danisman

Digital Asset Mgt M

From: Janet Danisman [jdanisman@bavaria.org]
Sent: Monday, August 03, 2009 3:02 PM
To: 'crice@visionitinc.com'
Subject: European Expansion: Bavaria - Germany's top Media Location

15 emails
8/3/09

Dear Christine,

If VisionIT has plans to establish an office in Germany and if you are exploring the market opportunities in the EU with its now almost half a billion consumers, we would like to invite you to consider Bavaria as your next business location.

U.S. executives and investors can *save valuable time and effort* with our professional services that include:

- comprehensive economic information and potential financial support programs
- identifying the most favorable sites and facilities based on your specific expansion criteria
- liaison valuable contacts to Bavarian business and government community
- assistance with administrative formalities
- aftercare support

Bavaria is Germany's leading Media Cluster and one of the top media locations in Europe. In Bavaria there are an estimated 20,000 media companies and 200,000 employees with an annual turnover of 30 billion euros including companies such as Big Band Networks Germany, Buena Vista International, Harris Corporation, Condé Nast Verlag GmbH, Discovery Communications Deutschland GmbH, eRide Europe GmbH and yahoo! Deutschland GmbH, Kabel Deutschland (KDG), Astra Platform (APS), Premiere, Random House and many more. From the print sector with its printing and publishing activities through radio and television, film production and the film industry all the way to the Internet and multimedia, Bavaria is very strongly positioned.

I thank you for your consideration and look forward to talking with you.

Very truly yours,

Jan Danisman
Deputy Director – Projects

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8/3/2009

Dear <Salutation:40> <Last Name:79>,

We invite you to read *Invest in Bavaria* 2nd Quarter / 2009 "**BUSINESS BAVARIA**", highlighting investment, business and technology news in the German State of Bavaria.

In this edition of "Business Bavaria": ([go to newsletter](#))

- A chip saving lives and money: Infineon's X-Gold 101 - Germany's hottest product
- Munich: best infrastructure in Europe, second best in the world
- Prudence and patience pays off: Munich Re shows how to weather financial storms
- Karl-Theodor zu Guttenberg: Germany's youngest economics minister
- Hot technologies: Holger Braunschweig and his wonderful world of new materials
- Bavaria in space: GOCE (Gravity Field and Steady-State Ocean Explorer) Satellite launched into orbit
- **Innovation@home**: Bavaria's universities are worldwide technology leaders
- Munich's Nanion: speeding up the pharmaceutical pipeline
- From Bavaria: the next industrial revolution - making robots see!
- Renewable fuels power Bavaria: biomass, biogas, geothermal
- Playmobil and the joys of ethical toys - remarkable success story!
- Munich's Secumen: saving companies' most valuable assets
- Key Figures: Bavaria's hottest in the world Solar power sector generates electricity of 3 coal-fired powerplants
- Bavarian's who built Bavaria: Oskar von Miller
- Places to know, places to go in Bavaria
- Cool bikes from Bavaria: Ghost & Corratec -- plus favorite bike routes in Bavaria
- B&B: in Bavaria, it means "bed and biking"
- New and newsworthy
 - Bavaria opened new office in Israel - already 350 Israeli firms located in Bavaria
 - Munich: Germany's number one IT market
 - Nestle expanding production facility in Bavaria: 108 million euro investment
 - Bavaria's Quality Prize winners: Mann+Hummel, KSB, MTU Aero
 - Inventions from Bavaria

For more information about Europe's premier business location, the State of Bavaria, please visit our websites www.bavaria.org and www.invest-in-bavaria.com. We welcome your phone calls and emails and look forward to personally assisting you. It is our mission to provide personalized, comprehensive assistance, at no charge, to U.S. companies who are considering establishing a presence in Bavaria, throughout all phases of the investment process. Thank you for your continued interest in Bavaria.

To inform others interested in subscribing to this newsletter, please refer them to: <http://www.bavaria.org/newsletter>. To unsubscribe please reply to this email with "unsubscribe" in the subject line.

Very Truly Yours,

Dagmar A. Cassan
Executive Managing Director

Jan Danisman
Deputy Director - Projects

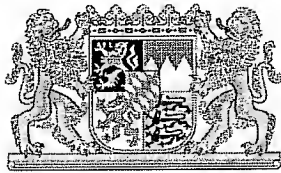
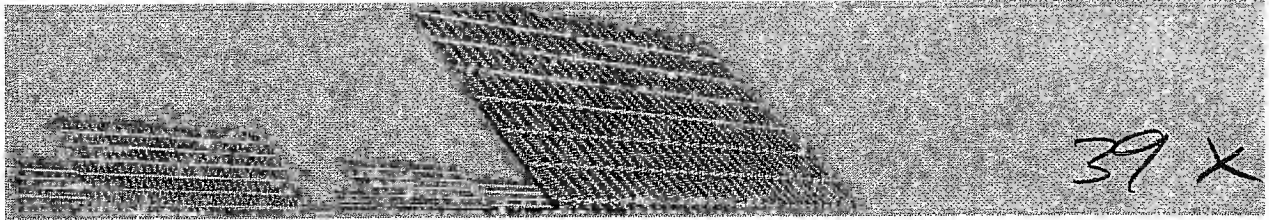
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www.invest-in-bavaria.com

**State of Bavaria –
Executive Business Breakfast**

*sent by
council
7/8/09*

“Solar Technology in Bavaria”

Bavaria is one of the main centers in Germany and in the world for the development and manufacturing of sustainable energy technologies.

Please join us to learn more about Bavaria's energy technology and to meet experts from Bavaria and industry representatives.

Wednesday 15th July, 2009, 8:00 am – 10:00 am

Work Room 3, Floor 3

W – Hotel San Francisco

181 Third Street, San Francisco, CA 94103

Please RSVP by Monday, July 13th, 2009

Tel: +1 415 362 1001

Email: sanfrancisco@bavaria.org

Please also visit us at the Intersolar North America 2009 at the Bavarian Pavilion:

9736 A – West Hall

<First Name:78> <Last Name:79>, <Title:46>
<Company:25>, <City:30>, <State:31>

BAVARIA TOP IN PHOTONICS

Dear <Salutation:40> <Last Name:79>:

It would be our pleasure to assist <Company:25> with its expansion plans to Europe and we invite you consider Germany's state of Bavaria as your choice. Whether you are interested to establish a facility, or if you are just exploring possibilities, we welcome the opportunity to talk with you about the strategic business advantages and business-friendly policies that Bavaria has to offer. Our cost-free services are confidential and without obligation.

U.S. companies in the photonics industry make Bavaria the business location of choice, because the state offers:

- a leading optical technology cluster in Germany and Europe with about 450 companies, over 20,000 people working in optical technologies in Bavaria, 40 service providers, 9 universities and 17 universities of applied science, 8 research institutions, that are active in the field of photonics.
- a diversified market comprised of companies with a wide range of optical technology such as sensors & metrology (22%), components, materials, systems, (20%), laser & beam sources (15%), imaging & lighting (12%), manufacturing technology (7%) and biophotonics (6%).
- Bavaria is one of the key locations for photonics in Germany with a German market share of 23% and average annual optical technologies industry growth of 10%.
- **Bayern Photonics**, a powerful industry network, established by the state of Bavaria and the German federal government to promote science, research and education in optical technologies and the cooperation between science and industry (www.bayern-photonics.com)
- A central location in Europe, strong partners in R&D, a qualified workforce resulting in a successful marketplace for business and/or potential partners.

We invite you to view www.bavaria.org for additional information on Bavaria. We thank you for your consideration and we look forward to talking to you.

Sincerely,

Dagmar A. Cassan
Executive Managing Director

Jan Danisman
Deputy Director – Projects

State of Bavaria U.S. Office for Economic Development
560 Lexington Avenue, Floor 17, New York, NY 10022

Telephone: 212-317-0588
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E-Mail: jdanism@bavaria.org
Internet: www.bavaria.org

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<Contact:26>, <Title:46>
<Company:25>, <City:30>, <State:31>

Dear <Salutation:40> <Last Name:79>:

As Bavaria's Economic Development office in the U.S., we serve the needs of U.S. companies looking to expand to Europe by establishing a location or a joint venture or research partnership. As part of the Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology, our assistance is free of charge and spans from first contact to final location decision.

We can assist you to identify the most favorable sites and facilities based on your specific expansion criteria, provide information about financial support programs, and liaison valuable contacts to the Bavarian business and government community, as well as academic/research community. We also remain in contact with U.S. companies that have located to Bavaria to offer "aftercare" support such as assistance with official formalities and informing the management team of state-sponsored networking events.

It would be our pleasure to provide you with an introductory information package about Bavaria's nanotechnology cluster and the many strategic advantages that Bavaria offers to U.S. companies.

We invite you to view <http://www.bavaria.org/nanotechnology.php> and <http://www.invest-in-bavaria.de/en/bavarias-clusters/materials-engineering/> for details on Bavaria's nanotechnology clusters, research institutions and networks. Nanotechnology is one of Bavaria's key industries with applications in our state spanning the spectrum of Nanobiotech, Nanoelectronics and Nanomaterials. In 1998 the University of Munich established the Center for NanoScience (CeNS) to stimulate and support interdisciplinary research in all areas of nanoscience, combining physics, chemistry, biochemistry and life sciences.

I thank you in advance for your consideration and I very much look forward to beginning a dialogue with you.

Sincerely,

Jan Danisman, Deputy Director - Projects
State of Bavaria U.S. Office for Economic Development
560 Lexington Avenue, Floor 17, New York, NY 10022
Tel: 212-317-0588, Fax: 212-317-0590
jdanism@bavaria.org
www.bavaria.org

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<First Name:78> <Last Name:79>, <Title:46>
<Company:25>, <City:30>, <State:31>

Dear <Salutation:40> <Last Name:79>:

If you are planning to establish an office or establish a joint venture/research partners for <Company:25> in Europe, it would be our pleasure to provide you with an introductory information package on Bavaria as a leading high-tech business location. We promote Bavaria's strategic and competitive advantages to U.S. investors and business leaders by providing them with cost-free and confidential professional services to assist in their investment process.

Even if your expansion plans are long-term, we believe that now would be an opportune time to begin an exploratory dialogue with you.

We invite you to take advantage of the **cost-free** professional services of our organization that includes comprehensive data on Bavaria's Life Science Clusters - and other key industry clusters, contact to industry associations, economic data on Bavaria and financial support programs. We identify available sites and facilities based on your specific criteria, assistance with administrative formalities, contact to the Bavarian business and government community, as well as "aftercare" support.

I thank you for your consideration and I look forward to the opportunity to starting a dialogue with you.

Many best regards,

Jan Danisman

Deputy Director - Projects

State of Bavaria U.S. Office for Economic Development

560 Lexington Avenue, Floor 17, New York, NY 10022

Telephone: 212-317-0588

Facsimile: 212-317-0590

E-Mail: jdanism@bavaria.org

Internet: www.bavaria.org

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Dear <Salutation:40> <Last Name:79>:

Ion

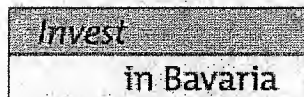
INVITATION ION GNSS 2009

-- Satellite Navigation in Bavaria --

The State of Bavaria invites you to learn about
business opportunities in Bavaria, Germany and to join us for a

BAVARIAN
"Weisswurst" Reception
Thursday, 9/24/09 12pm-2pm
at the Bavaria Booth - H

Please RSVP by 9/22/09 jdanismen@bavaria.org



www.bavaria.org



www.bavAIRia.net



For more information about doing business in Bavaria please contact us or stop by booth H.
We look forward to seeing you at the ION!

Sincerely,
Jan

Janet Danisman
Deputy Director – Projects
State of Bavaria U.S. Office for Economic Development
560 Lexington Avenue, 17th Floor
New York, NY 10022
tel: 212-317-0588
cell: 917-209-3976
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1/14/2010

Dear <Salutation:40> <Last Name:79>,

Thank you for attending our Bavarian Weisswurst reception at the ION in Savannah, GA on September 24th 2009. We hope that the conference was successful for you and that you enjoyed this taste of Bavaria away from home. We look forward to remaining in contact with you and seeing you at future ION conferences. If your travels should bring you to New York, we would like to welcome you in our office.

With best regards,

Jan Danisman
Deputy Director - Projects

Maximilian Hellwig
Assistant

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Aerospace

Satellite
NavigationInformation
&
Communications
Technology

BioTech

MedTech

Renewable
Energy
TechnologyEnvironmental
TechnologyFilm
and
New
MediaBusiness
Services

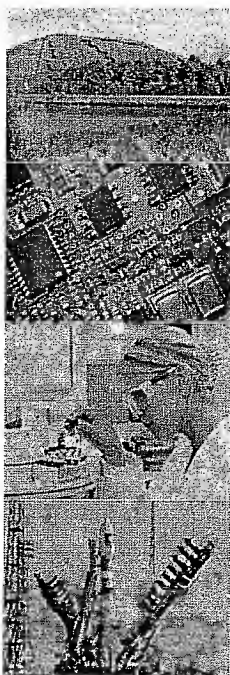
Automotive

Photonics

Logistics

Financial
Services

Nanotechnology

New
Materials

Dear [[Salutation:40]] [[Last Name:79]]:

We are pleased to invite you to **EXPO REAL 2009** in Munich, Bavaria. EXPO REAL is a networking exhibition for interdisciplinary and international projects which offers opportunities for all players in the real estate industry:

- property consultants
- project developers
- banks and investors
- corporate real estate managers
- cities and economic regions
- property services providers

In 2008 EXPO REAL attracted 1,856 exhibitors from 46 countries and 42,000 trade visitors from 78 countries on over 797,000 sq. ft. of exhibition space.

The market is still being influenced by the financial crisis. That is why it is more important than ever to establish contacts, initiate business relationships and profit from expert knowledge. EXPO REAL offers you the perfect platform for networking.

The trade show's extensive conference program, featuring some 500 speakers, gives participants valuable insight into the latest trends and innovations in the real estate market. **For event details and registration, please visit <http://www.exporeal.net/en/Visitors>** We welcome your inquiries about this international real estate event.

For further economic news about Bavaria and information for investors considering establishing a location in Bavaria, please visit www.bavaria.org or contact us directly at (212) 317-0588. **Please let us assist you to SAVE VALUABLE TIME DURING ALL PHASES OF EUROPEAN BUSINESS LOCATION PROJECTS AT NO COST TO YOU OR YOUR CLIENT.**

Sincerely,

Dagmar A. Cassan
Executive Managing Director

Jan Danisman
Deputy Director – Projects

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Dear <Salutation:40> <Last Name:79>,

We invite you to read *Invest in Bavaria* 3rd Quarter / 2009 "**BUSINESS BAVARIA**", highlighting investment, business and technology news in the German State of Bavaria.

In this edition of "Business Bavaria": (please [click here to go to newsletter](#))

- **World's largest environmental project being put together in Bavaria**
- **World's most promising medication for cancer under development at Regensburg's Antisense Pharma**
- **Life sciences in the Munich region case study: Mikrogen**
- **Breakthroughs in Bavaria's life sciences sector**
- **From Bavaria, green tech for the Global Green Recovery**
- **Five Bavarian green tech start-ups to watch**
- **No recessions for Bavaria's world champions**

Other topics include:

- **Expat cultural luminaries and Bavaria's performing arts troupes**
- **The coolest neighborhoods in Bavaria's cool cities**
- **Current events and names to know**
- **New and newsworthy**
 - **Bavaria at Expo Real 2009**
 - **Intel commissions Open Lab in Feldkirchen**
 - **Places to know: Metropolregion Nuremberg**
 - **Names to know: A selection of Bavaria's 50 fastest growing companies**

For more information about Europe's premier business location, the State of Bavaria, please visit our websites www.bavaria.org and www.invest-in-bavaria.com. We welcome your phone calls and emails and look forward to personally assisting you. It is our mission to provide personalized, comprehensive assistance, at no charge, to U.S. companies who are considering establishing a presence in Bavaria, throughout all phases of the investment process. Thank you for your continued interest in Bavaria.

To inform others interested in subscribing to this newsletter, please refer them to: <http://www.bavaria.org/newsletter>. To unsubscribe please reply to this email with "unsubscribe" in the subject line.

Very Truly Yours,

Dagmar A. Cassan
Executive Managing Director

Jan Danisman
Deputy Director - Projects

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Companies and organizations in the news: a + f GmbH (page 5) Antisense Pharma (2) Apple (9) Audi (8) Bavarian Finance Center (8) Carbon Composites e.V. (4) ChromoTek (3) Clean Mobile AG (5) ClimatePartner (5) Desertec Foundation (1) EADS (4, 8) Entwicklungsschmiede (9) Geis Holding (11) Giesecke & Devrient (6) GlobalCom PR Network (5) Google (9) GULP Information Services (11) Horsch Maschinen (11) ICUnet.AG (11) Intel (11) Kathrein-Werke KG (6) Konaro (4) Kronos AG (6) Ludwig Maximilians University (2) Max Pettenkofer Institute (2) Mikrogen (2) MT Aerospace (4) Munich Re (1) Nanda Technologies (5) Premium Aerotec (4) Roland Berger (4) Schott Solar (1) SGL Carbon (4) Siemens (1) SpheroTec (3) SurgicEye GmbH (3) Windpower GmbH (5) ZAE Bavaria (4)

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Please feel free to forward this message to business friends and colleagues. They are invited to sign up to receive our updates in the future. To sign up to receive future updates from the State of Bavaria, please email to info@bavaria.com with the message ?Add me to the distribution list? in the subject line and we will add you to our e-mailing list.

What's inside

From Bavaria:

- world's largest environmental project
- world's most promising anti-cancer medication
- green tech for the Global Green Recovery
- no recessions for Bavaria's world champions

These big plans come with a big price tag – €400 billion. This will be shared by the consortium's members, which include, in addition to Munich Re, such other Bavaria-headquartered companies as Siemens and Schott Solar.

Desertec's plans strive to capitalize on one of the world's greatest unused assets – the sunlight baking the world's deserts.

As the Desertec Foundation points out: "Within six hours, deserts receive more energy from the sun than humankind consumes within one year."

The 'green electricity' produced by Desertec's solar thermal plants (in which banks of mirrors concentrate the sun's light into a blindingly hot beam turning water into steam) is going to vastly reduce the world's output of greenhouse gases. The project will thus counter climate change.

Important though it is, this thrust is just one of several key reasons for the consortium's undertaking the projects.

Others:

- to give Africa's economy a huge shot in the arm, and to make the continent a center of advanced renewable energy technologies
- and to thus stem the tide of illegal migration by giving Africans what they need and want most: jobs – at least 600,000 of them
- to give the industrialized world a sustainable, affordable and reliable source of power

Bavarian companies participating in the Desertec Industrial Initiative

Munich Re (Munich) coordination and financial expertise

Schott Solar (Mitterteich) receivers

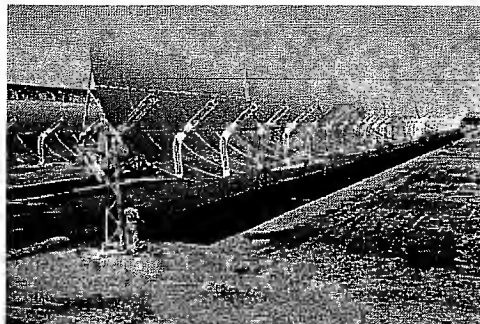
Siemens (Erlangen) transmission lines

www.desertec.org

The world's biggest environmental project Being put together in Bavaria: €400 billion solar Sahara project

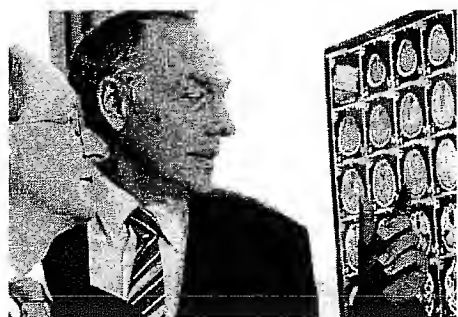
Ten years from now, 15% of Europe's electricity is going to come from solar power plants stationed in the Sahara.

These plants and the power lines transmitting their electricity will be set up by the Desertec consortium, whose setting up on July 13th in Munich was lead managed by Munich Re, the world's largest reinsurer and a major and effective proponent of environmental improvement.



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The world's most promising medication for one of the world's worst cancers



A medication created by Regensburg's Antisense Pharma to treat fast-growing brain tumors (reported on in BB 1) proved smashingly successful in Stage IIB tests.

These results caused a Phase III study, going by the name "Sapphire", to be launched in April 2009. No less than 70 hospitals

and other centers of medical treatment are involved.

Being tested is trabedersen. This bioengineered antisense molecule destroys the shield protecting cancer cells, thus enabling the body's immune system to detect and destroy the tumor.

The success shown by trabedersen in inhibiting the production of TGF-beta 2, the factor facilitating the creation and protection of tumors (glioma and glioblastoma), has caused the commencing of Phase I and Phase II trials on such other malignancies as those of the pancreas and skin.

Antisense was founded in 1998 by Karl-Hermann Schlingensiepen, one of Germany's leading tumor researchers, and by three other members of his family.

Life sciences in the Munich region

Case study: Mikrogen

Twenty years of creating products which the world needs: tests for HIV and other grave illnesses

Mikrogen was Munich's first biotech.

It was founded in 1989 by Manfred Motz and Erwin Soutschek to capitalize upon a breakthrough created in the laboratories of Munich's Max Pettenkofer Institute (itself part of the city's Ludwig Maximilians University): a system based on bioengineering antigenes extracted from bacteria to make them capable of quickly and precisely testing for pathogens.

The system went on to become a leading product.

Today, Mikrogen's antigene-based products are also used to detect such other grave diseases as hepatitis and the Epstein-Barr virus.

The company has gone from being two people working in a 60 square-meter large 'minilab' to 110 staff members occupying a modern facility in southern Munich.

The secret of the company's longevity and success? According to Erwin Soutschek, it was a paucity of capital.

"Since we didn't have huge reserves of funds, we were forced from the very outset to earn money," he explained. This need to generate income led the company to offer such services as the production and purification of recombinant and lysate antigens.

Bavaria's life sciences community:

key facts, figures and forecasts

Total turnover:

€10.5 billion in 2008

(up 74% over 2005 for the region's SMEs)

Total workforce:

30,000

Working for

150 biotechs

55 pharmaceuticals

53 CROs (commissioned research organizations)

127 suppliers, wholesalers and others

8 top research institutes

Key facts:

50% of Germany's new medications stem from Munich's life sciences community

60% of Munich's life sciences companies are experiencing further growth in 2009



From Bavaria's life sciences sector: breakthroughs which the world has been waiting for

Chromobodies flashing live broadcasts on medications' effectiveness in cells Chromotek, Planegg



You can literally see them go about their business of detecting and destroying invaders in cells. That's because chromobodies have been given the ability to fluoresce –and the smallness enabling them to slip into living cells.

These two traits have transformed the development of new medications from a black box, in which large-sized antibodies were set loose on dead cells and the results were interpreted in a variety of indirect ways, into a glass 'broadcast studio'.

This bit of bioengineering wonder was worked by Chromotek's CEO Dr. Ulrich Rothbauer, who, as he says, „fused the antigen-recognizing fragment of heavy-chain antibodies extracted from camels with fluorescent proteins“.

ChromoTek was founded in 2008, and has since won five major awards for startups and technologies.

Computer-based simulation and training programs for surgeons SurgicEye GmbH, Munich

Surgeons are about to get a tool which airplane pilots have availed themselves of for many years: ultra-detailed 'real life' simulation programs. These programs will enable surgeons to rehearse such complicated operations as the removal of brain tumors.

The programs will also train surgeons in the use of computer-conveyed images in surgical procedures.

The programs are being developed by SurgicEye, which was founded in 2008 by Thomas Wendler and Joerg Traub, two young scientists.

Cell cultures simulating microtumors Spherotec, Munich

The more and the more variegated tumors you test them on, the better you know whether a new drug is capable of treating cancer.

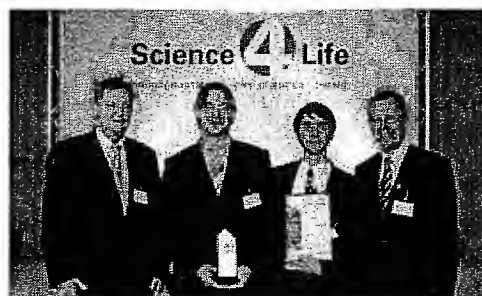
This truism led Barbara Mayer and Ilona Funke to create a technology capable of rapidly spawning a large number and variety of spherical cell cultures (hence the company's name) highly similar to cancers.

Maintained in a proprietary bank, these cultures are vastly shortening drug development, profiling and application procedures, as they permit the use of MP (massively parallel) methods.

Spherotec was founded in 2006.

Contact Life Sciences

Benjamin Emans
benjamin.emans@invest-in-bavaria.com
+ 49 89 2162-2209



From Bavaria, green tech for the Global Green Recovery

By 2020, the world will be spending €3.1 trillion every year on the GGR – global green recovery, reports a major study released in May by Germany's environment ministry and compiled by management consultants Roland Berger.

Major beneficiary of the world's push to remediate all of the many problems afflicting its environment will be Germany's world-largest green tech industry, which is accordingly forecast to experience a doubling of revenues – to €400 billion – by 2020.

Driving force within Germany's industry is Bavaria, whose green tech companies are the leaders in turning mobility, energy generation and use, and manufacturing into forces remediating the environment.

In addition to Munich and Nuremberg, two communities which are at the center of the green tech movement are Straubing and Augsburg.

Straubing: if it's organic, it's a fuel

Everything organic is a valuable fuel, be it waste cooking lard or mown weeds or sewage sludge.



You just have to find a way of efficiently extracting and utilizing its energy.

That's the approach taken by the renewable fuel experts staffing the institute and technology and incubation center located in the eastern Bavarian city of Straubing.

By developing the dedicated equipment and the procedures and supplies requisite to using it, the experts have turned using renewable fuels into a very precise science – and a very big business.

The experts' manuals, charts and position papers help policy-makers, farmers and entrepreneurs enter and succeed in the business of turning regenerative fuels into green energy.

www.konaro.bayern.de

Augsburg: and climate protection takes flight



Environmental protection has a new buzz acronym: CFC.

It stands for "carbon fiber composites".

The reason why environmentalists are so excited about CFCs is that they team up two winning traits.

They are ultra-light and ultra-strong – 30% lighter and up to five times stronger than steel.

These traits have led to CFCs being widely used anywhere where fuel efficiency is mission critical – in space craft, racecars and airplanes.

Less weight = lower emissions and thus less environmental impact. This equation is motivating the ever-growing use of CFCs in aircraft and cars.

CFCs have other environmentally-friendly traits. They can be engineered to be impermeable to heat, thus making them ideal for use in energy-conserving doors and window frames.

Augsburg is a center of world development of CFCs. That's partially due to its industrial tradition.

MT Aerospace and Premier Aerotec (EADS group), two of Germany's leading suppliers (for the ARIANE launcher, Airbus, A400M, Typhoon and Tornado programs) of aerospace systems and components, maintain extensive production facilities in the city.

To further the development of deployment of CFCs, Premium Aerotec, in fact, is building in Augsburg a €140 million "high-tech factory". Completion date: 2011.

This factory will employ the VAP (vacuum assisted process) technology developed by Premium Aerotech. It cuts times of production of plastic-based components by 20%. VAP also reduces the consumption of energy.

The CFCs which these companies incorporate into the aerospace systems and subsystems which they manufacture stem from such nearby suppliers as SGL Carbon.

This weight of CFC-related activity led to Augsburg's being selected in 2007 as the headquarters for the new Carbon Composites e.V.

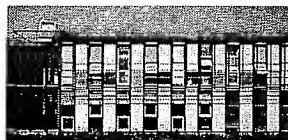
www.carbon-composites.eu



Members of this center for the development of CFC-related technologies are 87 leading research institutes, manufacturers, suppliers and systems engineers.

Another reason for locating Carbon Composites in Augsburg is the city's unparalleled track record of creating new environmental technologies. A number of these have been shaped at the city's dedicated incubation center.

Name to know: ZAE Bavaria



Founded in 1991 and headquartered in Würzburg, Bavaria's Center for Research into Applications of

Energy (the translation of its German name) is a leading source of innovations in the areas of energy storage, conservation and generation technologies.

www.zae-bayern.de

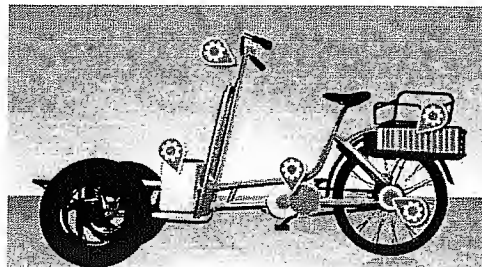
Five Bavarian green tech start-ups to watch

Clean Mobile AG, Unterhaching (founded 2006)

Fuel cell-powered small vehicles

The first company in the world to solve electrical vehicles' most pressing problems: the lack of capacity of lithium-ion batteries. The company's answer: an on-board DMF (direct methanol fuel cell) generating the electricity needed to keep the batteries charged.

Clean Mobile's drive trains will be incorporated into scooters, wheelchairs, E-bikes and other light vehicles



Nanda Technologies, Munich (founded 2006).

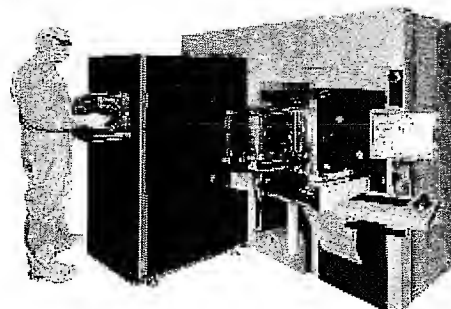
No-waste semiconductor manufacturing processes

The semiconductor industry produces the brains of TIME (technology, information, media and entertainment industry) equipment and of PV (photovoltaic) systems. That's why semiconductors are one of the largest sectors in the world.

And, unfortunately, one with a great and deleterious impact on our environment.

Nanda's inspection systems solve one of semiconductors' worst environmental problems: the high rate of defective chips ensuing from the production process. Chips are, after all, full of toxic, hard-to-recycle materials.

The systems detect flaws in the operations of the lines producing chips. By doing so, they not greatly lower the rate of chips rejected. Nanda's systems also vastly increase the efficiency of production operations.



a + f GmbH, Würzburg (founded in 2004)

Solar tracking systems

Each day, the sun moves from east to west across the sky. Devoted to turning the sun's light into electricity, photovoltaic modules do not have the capability of following the sun's movement. Because of this, they fail to capture about 30% of the energy available.

Enter a + f's SunCarrier, the world's most advanced solar tracking systems. They enable the modules to pivot and swivel, thus ensuring them of always facing the sun in an optimal way.

ClimatePartner, Munich (founded in 2006)

Telling companies how to be good environmental citizens

Say "corporate-level environmental protection" and most people think of producers cutting their emissions into the ambient environment.

In actual fact, service providers and agribusinesses often have the greatest potential of reducing their environmental footprints.

Munich's ClimatePartner is a leading expert in showing companies how to realize this potential and to thus achieve sustainable growth. It does such by developing in-depth and all-encompassing systems for such areas as wine production and distribution, hotel and event management.

Windpower GmbH, Regensburg

Windpower was one of the companies which has made Germany, although 61st in size among the world's countries, number one in terms of windpower output.

Windpower has been planning, building and securing financing for windpower facilities since 1995. To date, Windpower has facilitated the development of 12 major-sized facilities. Most of these are located in Regensburg and vicinity.

Read all about it!

A portal for clean energy

Founded by a thinktank based in the northern Munich techburb of Garching, www.cleanenergy-project.de is a portal providing the latest news and in-depth briefings on ways to produce and employ energy without harming the environment.

Behind the portal are leading ecologist Dr. Mai-ken Winter, a protégé of Al Gore, and the GlobalCom PR Network communications agency.

In addition to articles on energy-related issues and on innovations helping to solve them, the portal also reports on events and educational programs in the field.

A large portion of Clean Energy's input stems from its network, which is comprised of entrepreneurs, scientists and policy-makers based around the world.

Contact Energy | Environment

Kristine Forster

kristine.forster@invest-in-bavaria.com

+ 49 89 24210-7510

No recessions for Bavaria's world champions

Forget complicated business plans and implemental strategies.

Bavaria's world champions have a very simple approach to business.

They make
products which work.
products which do things no others can.
products which are thus best-sellers on their market.

Giesecke & Devrient: safest money and smartest cards

Headquarters: Munich

Founded: 1852

CEO: Dr. Karsten Ottenberg

Top products:

banknote manufacturing and printing services and systems – more than 100 currencies are produced by G & D or manufactured using the company's equipment and supplies

debit, credit, mobile telecommunication, authentication and other kinds of smart cards

governmental solutions: passport and visa production, inspection and reporting systems and services

New and hot:

magnetic line scan cameras absolutely ensuring the authenticity of banknotes and providing ultra-accurate identification of defects in oil and gas pipelines and other industrial systems

cryptographic modules authenticating users of smartphones

self-service kiosks producing payment cards

Key figures: in 2008, sales of €1.7 billion, profits of €111 million, a workforce of nearly 10,000 (all three are all-time highs)



Bavaria's world champions include

Giesecke & Devrient

Kathrein

Krones

Krones AG: machines bottling the world's beverages

Headquarters: Neutraubling

Founded: 1951

CEO: Volker Kronseder

Top products:

world leader in labeling machines for the food processing industry, in bottle inspection facilities, and in beverages filling and packaging systems; materials processing facilities for the chemical and health care sectors, plant planning services

New and hot:

A machine producing the world's lightest PET bottles, with all the accompanying savings of energy and materials

Key figures: in 2008, consolidated sales of €2.4 billion and new orders of €2.3 billion, 10,333 employees (all three are all-time highs)

Kathrein-Werke KG: the world's ears to the skies

Headquarters: Rosenheim

Founded: 1919

CEO: Anton Kathrein

Top products:

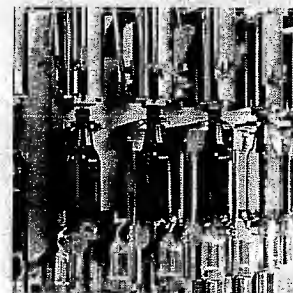
antennas, receivers and transmitters for mobile communication systems, satellites and for broadcasting grids – 4,500 products all told
70% and 45% shares of world market for UMTS and GSM-use antennas

New and hot from Kathrein:

RFID-based tracking systems used in freight forwarding

DVBT (digital video broadcasting – terrestrial) transmission and receiving systems

Business figures Business figures of €1.3 billion: turnover in 2008 of € 1.3 billion (all-time high), workforce of some 6100



A state of culture

Teaming ups enriching international culture
Expat cultural luminaries and Bavaria's performing arts troupes

Mariss Jansons (Latvia) conducts the Bavarian Radio Symphony Orchestra.
Kent Nagano (United States) conducts the Bavaria State Opera Orchestra.
Nikolaus Bachler (Austria) is the director of the Bavaria State Opera.
Jonathan Nott (United Kingdom) conducts the Bamberg Symphony.
Ivan Liska (Czech Republic) is the director of the Bavarian State Ballet.
Martin Kusej (Austria) is the director of the Bavarian State Theater.

Bavaria has some of the world's most celebrated orchestras, ballets, theaters and other cultural groups.

These are led by some of the world's most celebrated conductors and artistic directors.

The question arises:

are the stars responsible for making their troupes so celebrated, or did the troupes' fame draw the stars?

The answer is 'probably both'.

Case-in-point: Mariss Jansons and the Bavarian Radio Symphony Orchestra.

Founded in 1949, the BRSO was named in 2006 "one of the world's ten best orchestras" by authoritative trade magazine Gramophone.

Its conductors-in-chief have included the internationally-renowned Rafael Kubelik (Czech Republic), Kirill Kondrashin (Russia), Sir Colin Davis (UK) and Lorin Maazel (USA).

They molded the orchestra into a world-class ensemble.

The final steps to best-in-the-world rankings were undertaken under the leadership of Mariss Jansons, who was born in Riga in 1943 and who capped his twenty years of being one of the world's foremost conductors by assuming the helm of the orchestra in 2003.



Names to know

The Bavarian Finance Center

BFC was founded in 2007 to network all of companies, institutes and agencies comprising Bavaria's puissant financial community, to provide these players with access to the resources (qualified staff members, new dedicated software, information on regulations and innovations) which they require to develop their businesses, and to give them a conduit for their positions.

Headed by co-presidents Professors Dr. Wolfgang Gerke und Dr. Elmar Helten, and by CEO Dr. Felix Breuer, the BFC stages to that end the Bavarian Financial Summit on an annual basis. Although young (two years old), the Summit has already established itself as a closely-followed forum on current economic trends.

www.bfz-ev.de

Contact Financial Services

Regine Hutterer

regine.hutterer@invest-in-bavaria.com

+ 49 89 24210-7508

Manching: Europe's largest military aviation center



Mostly very quiet, sometimes very loud, and always the largest.

That's the in-a-nutshell description of EADS' military aviation development center in Manching.

Manching is a central Bavarian town of 12,000. It's located right next door to Ingolstadt, whose fame stems from its being home to car manufacturer Audi.

In 2006, EADS, which is the world's largest aerospace company, decided to invest €100 million in grouping its Military Air Systems operations – components – for the development, production, testing and maintenance of aircraft and their components – at its 700,000 square meters large center in Manching.

The decision created the largest facility in Europe in this field. Manching's facilities employ 5,500 persons and have annual revenues of €2.3 billion.

Since then, things have been very quiet in Manching. And that's because putting together military aircraft is a hushed and hush-hush affair, in which technicians very quietly and efficiently go about their business of carrying out the up to 12,000 steps required to create such advanced aircraft as the Eurofighter or AWACs reconnaissance planes.

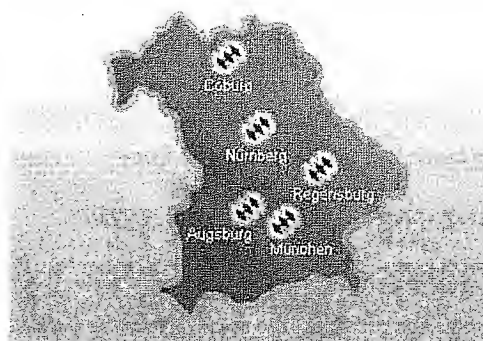
The only times the quiet is disturbed is when aviation engines – some of the most powerful in the world – are tested, or when aircraft land for maintenance or trouble-shooting, or for conveying and picking up aerospace systems and components.

Contact Aerospace | Satellite Navigation

Ursula Sieh

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+ 49 89 2162-2388



Apple's hot app



MobileButler is the best-selling app (application) in central Europe for Apple's iPhone – and the second best-selling one of all time worldwide.

That's quite a statement, considering that the iPhone is the lead member in the world's best-selling family of advanced communication devices – 37 million units. This family's popularity explains why Apple's AppStore offered, as of July 2009, 50,000 applications for the family. These apps have by now been downloaded one and a half billion times.

MobileButler reports on your telephone costs. It is the brainchild of Holger Frank, a Munich-based programmer, who has parlayed his app's success into a fast-

rising career as an IT entrepreneur.

Entwicklungsschmiede, Frank's recently-founded and Munich-headquartered company, leverages his expertise in designing, developing and troubleshooting applications into commissioned services for the iPhone, Android/Google and Java worlds.

Contact ICT

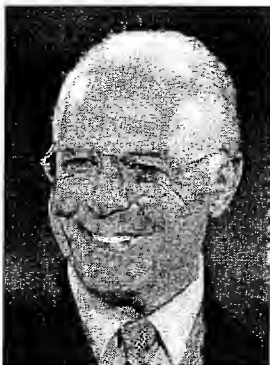
Regine Hutterer

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Makers of modern Bavaria

Franz Beckenbauer: football great



Great beer and great football.

Say 'Bavaria' and that's what comes to mind in many parts of the world.

The great beer is a product of thousands of brewers adhering over the last 50 generations to the highest standards of quality.

The great football is largely associated with one person: Franz Beckenbauer, who has been repeatedly voted Europe's greatest football player of all time.

This ranking is the product of Beckenbauer's sheer

incredible achievements.

Beckenbauer was the driving force of the mid-70's FC Bayern München team which won three European club championships in a row.

Beckenbauer and his FC Bayern teammates—among them Gerd Müller, Sepp Maier and Paul Breitner—formed the nucleus of the German national team which won football's World Cup in 1974 and European Cup in 1980.

Beckenbauer went on to win another World Cup—in 1990, as coach of the German national team.

He capped his remarkable career by presiding over Germany's successful push to be the host of 2006's World Championships.

All told, Beckenbauer won 17 championships as a player and as a coach.

Just a guy from Giesing

Giesing is where the working poor live in Munich. Beckenbauer was born in this gritty neighborhood in 1945. He spent his childhood playing sandlot football.

In 1958, happenstance caused him to sign up with FC Bayern München – a minor league team in those days.



Bundesliga championships.

By 1965, thanks largely to Beckenbauer, Bayern had ascended to the Bundesliga. The team won the Germany's Club Cup in the same year. Two years later, FC Bayern nabbed its first European championship. In 1969, the team won its first of what is now 21

Key figure

Number one. Bavaria ranks first in Germany in safety. Bavaria has the lowest rate of criminality among the country's 16 states – and the highest rate of cases being solved. Safest city in the country is, not surprisingly, Munich!

www.bka.de/pks/

Places to know, places to go in Bavaria

The coolest neighborhoods in Bavaria's cool cities:

Munich!

Nymphenburg, Gern, Bogenhausen, Harlaching and Solln are sumptuously elegant. Schwabing, Neuhausen and Haidhausen are surpassingly pretty and artsy. Maxvorstadt and the Au are picturesque and replete with young creatives.



But the most vibrant neighborhood in Munich is the Glockenbachviertel. Named after the brook of the same name and located on the west bank of the Isar river, the quarter is replete with the clubs, bistros, charming stores and all the other essentials of an in-area – including a street life worthy of Berlin and San Francisco.

Hub of the Glockenbachviertel is Gärtnerplatz. This 'square' (it's actually round) is the place to see and be seen in the quarter.

Nuremberg!

Handwerkerhof Nürnberg

Nuremberg lives in the past.



At least as far as its millions of tourists are concerned.

They flock to buy the traditionally-prepared foods and wares offered by the city's Christmas market, whose medieval look and feel makes it the biggest wintertime hit in the world.

These offerings are available all year round at the city's Handwerkerhof. Located in an enclosure

whose centerpiece is one of the city wall's fortified towers, this 'craftsmen's yard' is home to 17 stalls and shops selling (and often producing on the spot) everything from miniature toys and glass figures to Lebkuchen (the ginger snaps so popular at Yuletide) and leather wares.

www.handwerkerhof.de

Augsburg!

Maximilianstraße



Make your money by trading around the world, spend it on an imposing 'palace' (actually mansion) in the Maxstraße.

That practice was followed by Augsburg's commercial dynasties – among the Fuggers and Schözlars – during the past seven centuries.

The practice made the Maximilianstraße (to give its full name) one of Europe's great avenues of architectural affluence.

Now resident in these Gothic, Renaissance, Baroque, Rococo and Neoclassical manses are restaurants, clubs, galleries, boutique and galleries.

They attract swarms of art-lovers and partygoers to the Maxstraße and its squares and their fountains.

New and newsworthy

Bavaria at Expo Real 2009

To be held on October 5 - 7 at Munich's Trade Fair Center, Expo Real is the world's largest gathering of the international real estate community.

What better place to showcase the communities and their business parks, plots and developments making Bavaria the best place in which to invest?

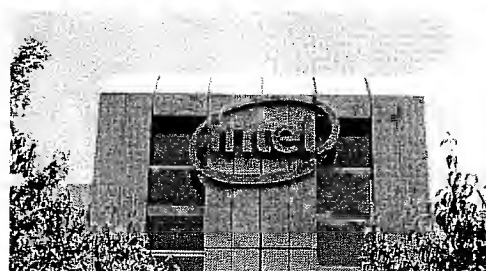
Learn about these sites and about the services making it super-easy to invest in the state at A1.422 – the stand maintained by the state's economics ministry and by its Invest in Bavaria business development arm.



Founding stone

On March 2, 2009, Intel, the world's leading semiconductor manufacturer, commissioned its Open Lab in the eastern Munich suburb of Feldkirchen, which has been since 1976 the company's headquarters for Germany and the rest of the EMEA region.

Along with a counterpart in Ireland, Intel's new facility is responsible for lead-managing the setting up and maintaining of a flow of innovation among the company's research laboratories and with scientific institutes and industrial partners.



Places to know: Metropolregion Nuremberg

This northern Bavarian region is comprised of 21 counties and 12 cities – among them hub Nuremberg. The region's 20,000 square kilometers are home to 150,000 companies and 3.5 million persons.

metropol
region
nürnberg

KOMMEN. STAUNEN. BLEIBEN.

Bavaria's best 50 – names to know

They may not yet be household names, but they are the fifty fastest growing – in terms of sales and workforce size – companies in Bavaria.

Among the top finishers are

- Geis Holding, Bad Neustadt a.d. Saale

Advanced and chain-of-value-added freight forwarding services

Other Best 50 finishers in the transport and B2B services sector: B2X (Munich), BTK (Rosenheim) and iloxx (Nuremberg).



Global Logistics

- GULP Information Services, Munich

On-line portal for IT personnel and related staffing services



- Horsch Maschinen, Schwandorf

Advanced tilling and sowing equipment for the agribusiness sector



- ICUnet.AG, Passau

No culture shock for your employees when you use ICUnet's services. Using reports and coaching compiled and offered by its world-spanning network of consultants (many students at or graduates of the University of Passau's award-winning degree program in cultural management), ICUnet ensures that staff members assuming responsibilities in (to them) new countries hit the ground running.



Bavaria goes abroad: trade fairs and business trips

Bayern International, Bavaria's international business development arm, is facilitating the following trips in 2009.

Delegations headed by Martin Zeil (Bavaria's economics minister) or by Katja Hessel (state secretary)

Business trips:

South Africa
MedFood Tech 2009
 food processing
 October 4 - 8, 2009

Romania
2009
 wood industry
 October 5 - 9, 2009

Delegations:

Cuba and Columbia
 November 1 - 8, 2009

Poland (Cracow, Lodz, Poznan)
 November 25 - 27, 2009



For further information:

Bayern International
 Ms. Agnieszka Eckert
aeckert@bayern-international.de
www.bayern-international.de
 +49 89 660 566-301

At your service Trade fairs in Bavaria October 1 – December 31st, 2009

Trade fairs in Munich:

Productronica

Manufacturing technologies for the electronics sector
 November 10 – 13, 2009
www.productronica.com

Ceramitec

Systems and supplies for the ceramics and powder metallurgy industry
 October 20 – 23, 2009
www.ceramitec.com

eCar Tec 2009

E-mobility
 October 13 – 15, 2009
www.ecartec.de

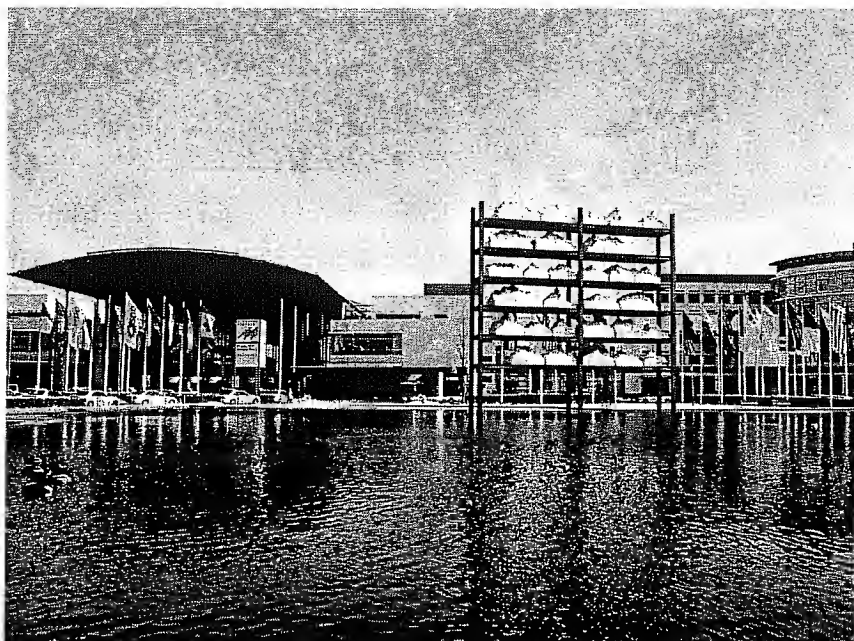
EXPO REAL

12th International Commercial Property Exposition
 October 5 – 7, 2009
www.exporeal.net

Trade fairs in Nuremberg:

SPS/IPC/Drives

Systems and components for the automation of electronics
 November 24 – 26, 2009



source: Messe München



Your key to our state

Invest in Bavaria at Bayern International GmbH

provides investors with the information and services needed to get them going to and growing in our state.

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BusinessBavaria

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Senior Journalist: Terry Swartzberg

Technical realization: Konrad Bayer



To stay up to date about the Bavarian economy on a daily basis use our RSS feed, which can be subscribed to at: www.invest-in-bavaria.com/en/newsfeed

Dear <Salutation:40> <Last Name:79>:

We are writing to introduce <Company:25> to The State of Bavaria U.S. Office for Economic Development. We noticed you are exhibiting at the Satcon this week in New York. We would like to stop by your booth and introduce our organization if <Company:25> is considering expanding to Europe. We can assist you in achieving your **expansion / partnering / acquisition objectives** by introducing you to the strategic business advantages and business-friendly policies that Bavaria has to offer.

We provide free of charge, confidential services to companies considering a business expansion to Europe. Our services are designed to quickly connect you to the people and information you need to establish and develop your presence in Bavaria/Germany/Europe. If you are expanding or considering an expansion, it would be our pleasure to meet with you or someone from <Company:25> at the:

SatCon 2009 in New York, NY on October 13th-14th, 2009

U.S. executives and investors can save *valuable time and effort* with our professional services including:

- comprehensive economic information and financial support programs
- identifying the most favorable sites and facilities based on your specific expansion criteria
- liaison valuable contacts to Bavarian business and government community
- assistance with administrative formalities
- aftercare support

We invite you to view www.bavaria.org for additional information. Thank you for your consideration and we look forward to talking to you.

Best regards,

Jan Danisman
Deputy Director - Projects
State of Bavaria U.S. Office for Economic Development
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1/14/2010

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Made in Bavaria

Innovations in Space Technology

by Janet Dattisman, State of Bavaria
U.S. Office for Economic Development

State of Bavaria
supports small & mid-sized
application developers
and manufacturers

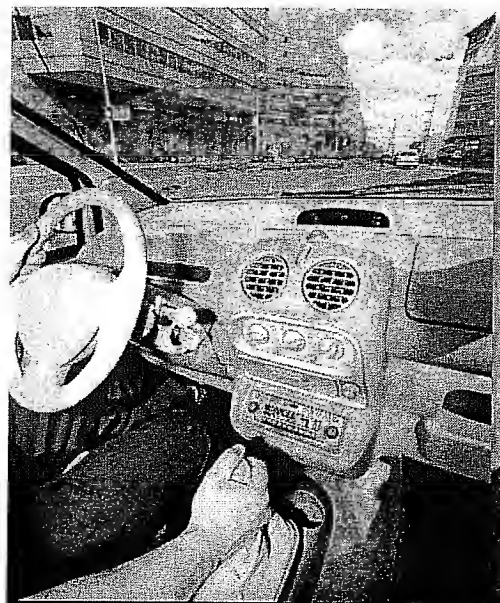
With an expected downstream market size of 65 billion Euros by 2010, and a projection of 4 fold growth by 2030, the world market for Global Navigation Satellite Systems (GNSS) products and services has become a new frontier for future-oriented companies. The scope of possibilities for businesses ranges from satellite subsystems to Galileo-GPS combined receivers up to software for vehicle navigation and robotics for Unmanned Aerial Vehicles (UAV's). With the advent of Galileo, the future European GNSS, innovative companies in the state of Bavaria are increasingly filling the growing market demand.

The Galileo Control Center in Oberpfaffenhofen, 18 miles west of Munich in the Bavarian Alps was

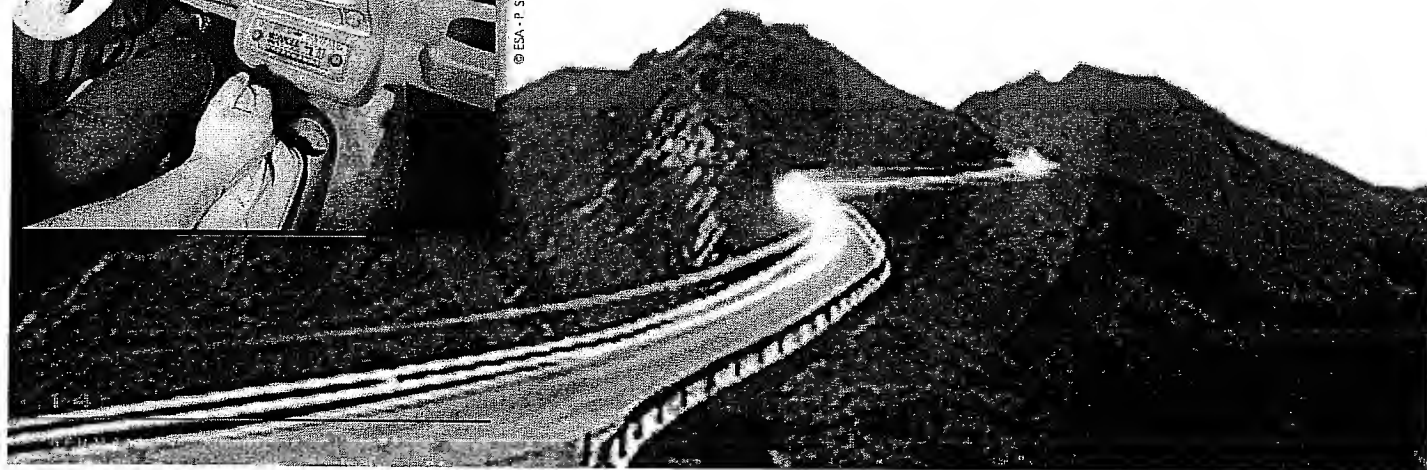
inaugurated in 2008. Much of the infrastructure to support space technologies particularly related to Galileo is located in the German State of Bavaria – like the Galileo Test and Development Environment (GATE). At the German Aerospace Center (DLR) in Oberpfaffenhofen, nearly 1500 scientists are conducting research in the areas of satellite navigation, space missions, climate, earth monitoring, and robotics. Also, Bavarian Universities offer several courses of study related to Satellite Navigation and other facets of Aerospace, making Bavaria Europe's heart of satellite navigation.

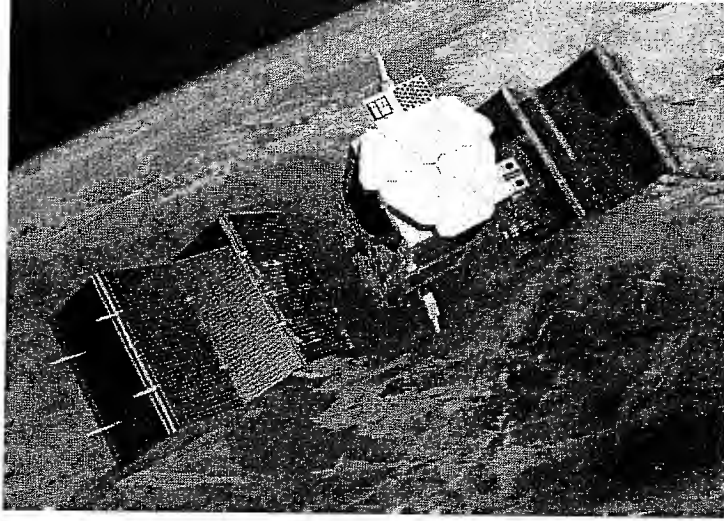
Next Generation Satellite Navigation Solutions from Bavaria

"The State of Bavaria is among the world's most important and his-



© ESA - P. Stribner





© EADS Astrium

Galileo is the first satellite positioning system developed for civilian use. Galileo can be applied to a broad range of commercial applications and aims to provide higher accuracy and reliability than the U.S. Global Positioning System (GPS). Galileo's market potential ranges from applications in transportation to science, search and rescue and recreation.

torically rich aerospace regions" says Bavarian State Minister for Economic Affairs, Martin Zeil. Innovative companies located in the State today are living up to this tradition. There are over 150 primarily small/medium sized companies in Bavaria offering applications for time- and navigation-signals. Extensive networking within this young industry and within the research world drives innovation, as does Bavaria's strength in the IT sector. Synergies between businesses and research institutions regularly lead to new satellite navigation solutions, like the GAMMA-A automobile telematics system.

Developed by the Fraunhofer Institute for Integrated Circuits in Nuremberg, Bavaria – renown for the development of the MP3 – GAMMA-A is a cost effective three frequency receiver for Galileo and GPS which offers the automotive industry high precision and reliable positioning. In the future, this satellite-support-

ed driver assistance system will be able to intervene in the car's control system to prevent accidents.

At the same time, EADS Astrium in Ottobrunn, Bavaria, is developing an indoor navigation system that offers high precision positioning inside complex buildings. Whether it is a case of fire or a terrorist threat, it is critical for fire brigades and special forces to know the precise location of their own people inside complex buildings. "Seamless outdoor to indoor navigation and guidance services is an ideal that police, fire and other emergency organizations urgently seek. After years of intensive research work, Astrium has developed an ad hoc deployable indoor navigation technology that makes this ideal a reality" commented Thomas Mayer, Head of Navigation Business Development, EADS Astrium GmbH during the September 2009 Institute of Navigation Conference in Savannah, Georgia.

>>

Invest

in Bavaria

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- Assistance with official administrative formalities: business incorporation, business registration, patent registration, visa application and recruitment.
- Liaison to government agencies, organizations, and chambers of commerce.
- Connections to Bavarian companies, industry cluster managers
- Visits to potential location sites and business centers



Information about Invest in Bavaria's comprehensive and cost free services:
www.bavaria.org
www.invest-in-bavaria.com

40 New Space-Tech Start-Ups in Next 4 Years

To further Bavaria's leading position, the State's Ministry of Economic Affairs has recently announced a new incentive program of 10 million Euros. It aims to motivate small and mid-sized companies to strengthen their R&D activities in Bavaria. The State of Bavaria, the German Aerospace Center (DLR) the European Space Agency (ESA) and local bank Kreissparkasse Munich Starnberg recently opened a new Business Innovation Center (ESA BIC) in Oberpfaffenhofen, a major aerospace technology hub in Europe. The goal of this new BIC within the Application Center Oberpfaffenhofen (AZO) is to support 40 new company foundations on location in the next 4 years. Says Minister Zeil: "The aerospace industry is as dynamic as ever in Bavaria! Here new companies have an opportunity to succeed and the AZO's history of achievements is set to continue on the European stage".

Invest in Bavaria and bavAIRia e.V. — Precise Navigation for Business Establishment in Bavaria

Bavaria's Aerospace Satellite Navigation clusters, part of the State of Bavaria's multifaceted, pro-business economic policy to promote Bavaria as a business and science location are managed and fostered by bavAIRia e.V.. The organization networks businesses with universities,

research institutes, manufacturers of systems and subsystems and with end users, and establishes business and government links at national and international levels. U.S. companies located in Bavaria can take advantage of the services of bavAIRia e.V. as well as the programs and services of the State of Bavaria. There are already over 850 U.S. companies with business locations in Bavaria.

The State of Bavaria offers an innovative research environment, highly qualified scientists, reliable suppliers, a strong market, business friendly economic policies and extensive support programs. In cooperation with the team at the Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology in Munich, Invest in Bavaria's U.S. representative offices in New York and San Francisco introduce these advantages to U.S. investors considering expansion to Europe. **EAT**

To learn more,
you are invited to attend
the Munich Satellite
Navigation Summit
March 9-11, 2010



www.munich-satellite-navigation-summit.org

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NJ NETS NANION

In February, German pharmaceutical company Nanion Technologies, Inc. announced its new headquarters in North Brunswick, NJ. This expansion into the U.S. market will support the increasing demand for Nanion's products while also allowing North American customers to purchase the company's equipment with U.S. dollars rather than the euro.

"With the rapidly growing number of American customers, we need to increase our efforts in the North American market, which will strengthen our position as a leading provider of sophisticated and high-quality ion channel screening devices. Additionally, swift and competent technical support is very important to us and has always been our trademark. To expand and support the sales in the U.S., our U.S. office will make it easier for people to visit us and see our platforms in action," says Dr. Niels Fertig, Nanion Technologies' CEO.

Rodolfo Haedo, general manager and chief application scientist, recently joined the Nanion team in North Brunswick. Haedo was previously employed at Merck in Rahway, NJ. "I am thrilled to join the Nanion team and to support and promote Nanion's impressive platforms in the American market," he says.

Nanion was founded in 2002 as a spin-off of the Center for Nanoscience at the University of Munich in Bavaria. ■

60 SECONDS...

with **Dr. Horst Domdey**, Managing Director, BioM-Munich Biotech Cluster



BF: How does Munich rank in Germany, and also within Europe, as a competitive location for biotech companies?

HD: In the past 10 to 15 years, the Munich Biotech Cluster has been able to reach the undeniable number one position, at least within Germany. In Munich, the first commercial biotech activities started in the early nineties, and due to the strong support of the Bavarian Government—directly or indirectly, e.g., through the local universities—Munich-based start-up companies had excellent conditions in their founding processes. Everybody might think now that this came from huge amounts of money that were poured into the newly established start-ups. But that is not true; it was the favorable conditions that helped most, such as the excellent science that is present here, or an incubator which offered lab and office space in 1995, and which was increased from its original size of 8,000 square feet to now more than 180,000 square feet, or also the conditions providing an academic scientist the ease and incentives to spin off and even manage (part-time) a new company. Therefore, it is probably not astonishing that Munich, with more than 100 biotech companies, is considered one of the top four biotech locations in Europe.

BF: How successfully do Munich's biotech companies partner with local research institutes?

HD: The vast majority of the Munich-based biotech companies are spin offs from the two local universities, the local Max Planck Institutes and the Munich Helmholtz Center. Therefore, there has been a high number of very tight connec-

tions, in the form of scientific cooperations, between the different research groups and their spun-off companies. In addition we have generated a new process in the past few months, since the already existing network of cooperations is being widely extended, which will thus go far beyond its original connections. In this way, a new dimension of crisscross cooperations will be created which will certainly help elevate Munich's biotech activities.

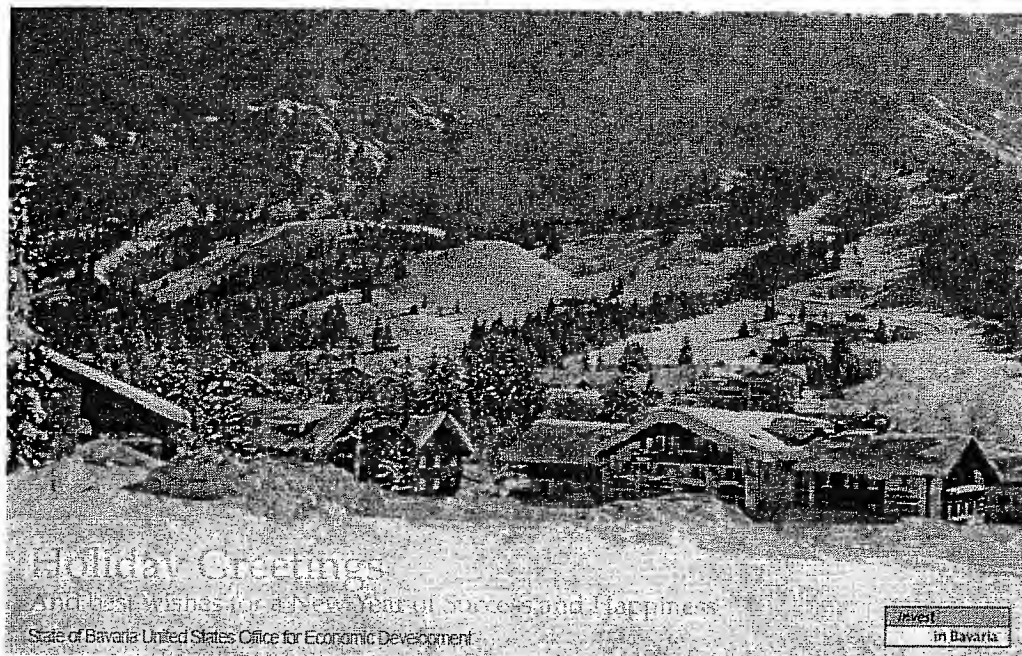
BF: Has the global economic downturn affected Munich's biotech cluster?

HD: We cannot, of course, predict the future and definitive consequences of the current financial and economic crisis. However, to date the crisis has had only very small effects on the local biotech industry. Most of the companies still look very optimistic into the future and even plan to hire new staff. People might postpone the purchase of a new car or a new TV screen but they will not abstain from their medical treatments. Therefore I keep my unbreakable optimism about biotechnology in Munich. ■

MUNICH'S BIOTECH CLUSTER: THE NUMBERS

- More than 100 companies
- More than 2,400 employees
- More than 200 local and international partnerships
- More than 2 billion euro in private investment
- Top biotech location in Germany
- Top 4 in Europe (with Cambridge, Copenhagen, and Zurich)

SOURCE: BIO M 2009



Many best regards,

Dagmar A. Cassan
Executive Managing Director

Jan Danisman
Deputy Director - Projects

State of Bavaria U.S. Office for Economic Development
560 Lexington Avenue, Floor 17, New York, NY 10022
Telephone: 212-317-0588
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Letters sent out

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Date of event	Event	Letters		Emails	
		Nr.	Date sent	Nr.	Date sent
6/1-2/2009	DAM - "Digital Asset Management" 2009, New York			15	8/3
July					
7/13-17/2009	Newsletter Bavaria 2/2009 "Business Bavaria"			657	7/13-17
7/14-16/2009	Intersolar North America 2009			39	6/11
August					
8/4/2009	Photonics Intro Mailing			42	8/4
September					
9/8-10/2009	NanoBusiness 2009			5	9/8-11
9/16 -18/2009	BioPharm America 2009			5	9/4
9/22-25/2009	ION-GNSS 2009			70	10/9-15
October					
10/5-7/2009	Expo Real			34	8/28
10/6-7/2009	Newsletter Bavaria 3/2009 "Business Bavaria"			664	10/6-7
10/14-15/2009	SATCON - Satellite Application and Content Delivery Conference & Expo / HD World / IP Media Conference			4	9/9-13
10/19-22/2009	Digital Hollywood Fall 2009			3	10/19
10/20-22/2009	DISCUSS & DISCOVER			132	10/5
10/28-30/2009	Medientage München			45	10/6
November					
11/2-11/4	BIO-Europe	1	10/21	11	10/22
11/18-21/2009	Medica			25	12/8-9
11/29 - 12/4/2009	RSNA Scientific Assembly and Annual Meeting			24	11/25
n/a	Various	multi-ple	Q3/4	multi-ple	Q3/4

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Brochures sent out	
Name of Brochure	Publisher
Bavaria: Energy of the future	Invest in Bavaria / Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology
Companies Munich Biotech Cluster - Company Profiles Biotech and Pharmaceutical Industry	BioM Biotech Cluster Development
Film News Bayern, 4/2009	FilmFernsehFonds Bayern
Firmenprofile 2009 - The Competence Network for Optical Technologies in Bavaria	bayern photonics
gotoBavaria - Media and Entertainment News from Bavaria GDC 2009 Edition	Invest in Bavaria / Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology
gotoBavaria - Media and Entertainment News from Bavaria NAB 2009 Edition	Invest in Bavaria / Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology
Life Science News, Ed. 1 2009	Bayern Innovativ
Life Sciences in Greater Munich Biotech Region	Life Science CLUSTERS magazine
Media Guide 2009 Bavaria	MesseTreff Verlag
Monitoring for Environment and Security - Bavarian Competence for GMES	bavAIRia
Munich Satellite Navigation Summit 2010, 1st Announcement	Landesamt für Vermessung und Geoinformation / Bavarian Ministry of Finance
New in the City - Munich	Invest in Bavaria / Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology
Satellite Navigation in Bavaria - concurrent competencies	bavAIRia

Satnav and Aerospace in Bavaria	Invest in Bavaria / Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology
Science and Life - Headquarters for your biotech business	BioPark Regensburg
Special Report, 6th International Congress and Exhibition, Forum Life Science 2009	Bayern Innovativ
Venture Capital Magazin, Special June 2009 - Biotech-Cluster Bavaria	GoingPublic Media
Visions made in Bavaria	bavAIRia

Editorials sent out

Name of Editorial	Published in
Investment Profile: Bavaria - Interview with Martin Zeil	Site Selection Magazine
Made in Bavaria - Innovations in Space Technology	German American Trade Magazine
Snapshots - 60 Seconds with Dr. Horst Domdey	Business Facilities Magazine